

## CABINET MEMBER OF RESOURCES

**Venue:** Bailey House, Rawmarsh  
Road, Rotherham S60  
1TD

**Date:** Monday, 11th January, 2010  
**Time:** 11.30 a.m.

### A G E N D A

1. To determine if the following matters are to be considered under the categories suggested, in accordance with the Local Government Act 1972 (as amended March 2006).
2. To determine any item which the Chairman is of the opinion should be considered later in the agenda as a matter of urgency.
3. Minutes of Meeting held on 7th December, 2009 (Pages 1 - 6)

**(The Chairman authorised consideration of the following 3 items to enable Members to be fully informed.)**

4. Revenue Budget Monitoring April-November, 2009 - Financial Services (Pages 7 - 9)
5. Revenue Budget Monitoring April-November, 2009 - Chief Executive (Pages 10 - 13)
6. Statutory Notices (Pages 14 - 16)
7. RBT Performance Report (Pages 17 - 28)
8. Support for Employee Volunteering Activity (Pages 29 - 32)
9. Corporate Workforce Strategy 2009-12 - six monthly update (Pages 33 - 46)
10. Employee Involvement Programme (Exchange) (Pages 47 - 55)
11. Employee Opinion Survey Update (Pages 56 - 73)

12. Customer Access Group (Pages 74 - 77)  
- minutes of meeting held on 23<sup>rd</sup> November, 2009
  
13. E Gov Board (Pages 78 - 80)

**CABINET MEMBER OF RESOURCES**  
**Monday, 7th December, 2009**

Present:- Councillor Wyatt (in the Chair).

An apology for absence was received from Councillor Hodgkiss.

**K50. MINUTES OF MEETING HELD ON 9TH NOVEMBER, 2009**

Consideration was given to the minutes of the previous meeting held on 9<sup>th</sup> November, 2009.

Arising from Minute K43 (Independent Safeguarding Authority Vetting and Barring Scheme), it was noted that it was hoped that there would be additional information from the Region that could inform our recommended approach in respect of charging. A report was to be submitted to the Corporate Management Team and Cabinet early in the New Year.

Resolved:- That the minutes of the meeting held on 9<sup>th</sup> November, 2009, be approved as a correct record.

**K51. CHANGES TO THE CAPITAL FINANCE SYSTEM - CONSULTATION**

The Director of Central Finance reported that the Communities and Local Government were considering various changes to the prudential Capital Finance system, introduced by the Local Government Act 2003, and were seeking views from local authorities. The proposals were to:-

- Revise the CLG Investments Guidance (in light of the recent Select Committee inquiry)
- Amend the Capital Finance Regulations (mainly to mitigate the impact of new accounting standards)
- Revise the CLG Minimum Revenue Provision Guidance (to reflect new accounting standards)

The new Investment Guidance would apply with effect from 1<sup>st</sup> April, 2010 and supersede the former guidance issued in March, 2004. The main changes were:-

- o The Guidance made even clearer that the investment priorities should be security and liquidity, rather than yield
- o Investment strategies should still go to the full Council at the start of each year, but authorities were encouraged to consider submitted revised strategies at other times
- o Strategies should be published
- o Authorities should not rely just on credit ratings but consider also other information on credit risk

- Strategies should comment on the use of treasury management consultants
- Strategies should comment on the investment of money borrowed in advance of spending needs

The Capital Finance Regulations addressed some of the issues arising from the transition to International Financial Reporting Standards (IFRS). Both adverse and positive financial consequences had been identified and it was to be welcomed that the new Regulations should ensure the previously reported financial position would remain the same and authorities, in particular, would not be adversely affected.

The transition to IFRS was still in its early stages and it was possible that further issues may arise which would require further regulations. The Council would expect the Government to expedite further Regulations as appropriate.

Resolved:- That the consultation process be noted and the proposed Council response supported.

#### **K52. THIRD PARTY FUNDING BUDGET – PROGRESS REPORT**

Further to Minute No. 33 of 12<sup>th</sup> October, 2009, Asif Akram, Project Development Officer, submitted an update with regard to the Council's provision of a budget to cover 'third party' funding for Rotherham generated landfill grant applications.

At the start of the 2009/10 financial year the total budget was £45,464.97 including carry forward from 2008/09 of £28,818.97. During the current financial period, a third party payment of £5,500 had been made to WREN on connection with a grant approval of £50,000 for a new skate park in Rosehill Park.

Current commitments were £7,133 - £5,390 for an update an existing BMX track in Kimberworth and £1,743 for the refurbishment of Thurcroft Welfare Community Hall.

As suggested at the October meeting, costs had been obtained to refurbish prioritised playgrounds within the Borough that had previously received funding through Landfill Tax Credits – Treeton Well Lane, Coronation Park, Maltby and Wath Skate Park (£15,315.40).

The Chairman reiterated that wormeries should not necessarily be funded by the underspend due to the number of Councillors that had already committed their Community Leadership Fund to their local schools for the purchase of such.

Jan Leyland, Neighbourhood Partnership Manager, stated that the Area Assemblies devolved budgets linked to the Community Strategy and priorities identified by the local community in an attempt to have a co-

ordinated approach across all Assemblies. The proposed refurbished playground projects would link into the identified community projects.

Approximately £9,000 would remain in the budget in case any bids were made.

Resolved:- (1) That the budget carry forward of £45,464.97, of which £5,500 had been spent and £7,133.76 had been committed, be noted.

(2) That the Neighbourhood Partnership Manager inform Area Assemblies of the funding available for local community priorities.

**K53. REVENUE BUDGET MONITORING FOR APRIL – OCTOBER, 2009 - FINANCIAL SERVICES**

Stuart Booth, Director of Central Finance, presented briefly the submitted report relating to the above.

The report showed that the Financial Services Directorate was forecasting a break-even position against a net revenue budget of £10.5M by the end of March, 2010.

The report set out the summary year to date and projected outturn position for Financial Services as at the end of October, 2009, together with the Agency spend incurred to the end of September.

Resolved:- That the latest revenue forecast outturn position for the Financial Services Directorate for 2009/10 be noted.

**K54. REVENUE BUDGET MONITORING FOR THE PERIOD APRIL – OCTOBER, 2009 - CHIEF EXECUTIVE'S DIRECTORATE**

Stuart Booth, Director of Central Finance, presented briefly the submitted report relating to the above.

The report showed that the Chief Executive's Directorate was forecasting currently an overspend of £7,000 against a net revenue budget of £9M by the end of March, 2010.

Areas highlighted in the report covered:-

- Transport
- Vacancies and secondments
- Rotherham News
- Statutory Notices
- Worksmart

There had been no agency expenditure to report for October although there had been expenditure incurred on Job Evaluation in 2009/10 but funded via a centrally held budget and able to be capitalised. Details of

spend on the use of consultants was currently being compiled and would be included in a future budget monitoring report.

The report set out the summary year to date and projected outturn position for the Chief Executive's Directorate as at the end of October, 2009.

Resolved:- (1) That the latest revenue forecast outturn position for the Chief Executive's Directorate for 2009/10 be noted.

(2) That information be provided to a future meeting on the reason for the cost of placing Statutory Notices in the local press exceeding current budget.

## **K55. RBT PERFORMANCE REPORT**

Mark Gannon, Transformation & Strategic Partnerships Manager, presented the submitted report which summarised RBT's performance against contractual measures and key service delivery issues for October, 2009, across the areas of Customer Access, Human Resources and Payroll, ICT, Procurement and Revenue and Benefits.

Key points for this period included:-

### Customer Access

- All performance targets achieved
- Productivity measures had been measured for a second month and positive actions were being taken to increase levels
- New Legislation came into force on 16<sup>th</sup> November, 2009, which meant that registrars must check the General Council Register before registering a death to ensure that the doctor who signed the certificate was licenced to practice at the time of signing. This would increase the transaction time for dealing with bereavements
- The Client Team were currently reviewing the proposed Revenues and Benefits business process re-engineering project

### Human Resources and Payroll

- All performance targets achieved
- Millside Learning and Development Centre officially transferred to RBT management on 1<sup>st</sup> October, 2009 with 3 Strategic HR employees transferring on 19<sup>th</sup> October, 2009
- The Orgplus software successfully implemented during October. The new software would facilitate the automation of establishment changes and also give basic management information in an easy to understand chart format

### ICT

- All performance targets achieved
- Crinoline House decant ongoing

- Annual ICT Customer Satisfaction Survey showed a 80% satisfaction rate, 13% neither satisfied or dissatisfied and 7% dissatisfied

#### Procurement

- All performance targets achieved
- Former BVP18 achieved 92.22% in October, 2009, an improvement on 2008. Average performance to date stood at 94.06%
- Procurement savings for the period to the end of September, 2009, were £260,000

#### Revenues and Benefits

- Council Tax Collection Rate 65.14% at the end of October, 2009, 0.49% lower than the same point in 2008
- The target for 2009/10 continued to be a Council Tax Collection Rate which placed Rotherham in the upper performance quartile for Metropolitan District Councils with a minimum collection level of 97.0%
- Average number of days taken to action a Council Tax Change of Circumstance was 15.09 days, above the 14 days target and linked to the current high volumes of work outstanding. RBT had arranged for staff overtime between now and Christmas
- As at October, 2009 68.22% people paid their Council Tax by direct debit. The comparative point in 2008/09 was 67.82%
- NNDR collection rate was 69.58% at the end of October, 2009, 0.16% down on the same point in 2008
- This was the collection rate before the £456,764 that had been deferred under the NNDR Deferral Scheme had been deducted; once this was factored into the calculation the collection rate rose to 70.05%
- More than £0.5M of advance payments had been received at the end of October
- As at the end of October, 2009, 415 deferral applications had been received; 321 had been granted allowing deferral of £456,764 which businesses would have to repay in the next 2 tax years. A further 94 applications had been refused
- Central government had now issued guidance confirming that the 'headline' collection rate performance figure that should be reported at the end of the financial year would be the figure net of the deferred amounts as those were designated as not collectable in that year
- Average time taken to process HB/CTB New Claims and change Events continued to be a cause of concern. As at 25<sup>th</sup> October, 2009, it was 12.08 days

Resolved:- That RBT's performance against contractual measures and key service delivery issues for October, 2009, be noted.

#### **K56. COMPLAINTS FORUM**

Consideration was given to the minutes of the Complaints Forum held on

7th September and 9<sup>th</sup> November, 2009.

Resolved:- That the contents of the minutes be noted.

**K57. WEBSITE STRATEGY GROUP**

Consideration was given to the minutes of the Website Strategy Group held on 12th October and 16<sup>th</sup> November, 2009.

Resolved:- That the contents of the minutes be noted.

**K58. E GOV BOARD**

Consideration was given and discussion took place on the minutes of the E-Government Board held on 3<sup>rd</sup> September, 2009.

Resolved:- That the contents of the minutes be noted.



**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1</b>	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
<b>2</b>	<b>Date:</b>	<b>Monday 11<sup>th</sup> January 2010</b>
<b>3</b>	<b>Title:</b>	<b>Revenue Budget Monitoring for the Period April – November 2009</b>
<b>4</b>	<b>Directorate:</b>	<b>Financial Services</b>

**5 Summary**

This is the latest Budget Monitoring Report for the Financial Services Directorate for 2009/10. The service is currently forecasting a break-even position against a net revenue budget of £10.5m by the end of March 2010

**6 Recommendations**

**Members are asked to:**

- **Note the latest revenue forecast outturn for the Financial Services Directorate for 2009/10.**

## 7. Proposals and Details

7.1 This report advises Members of the Revenue Budget monitoring for the period up to the end of November 2009 and shows that the Directorate is currently forecasting a break-even position for the financial year 2009/10.

7.2 Within this forecast outturn the Directorate has incurred the following Agency Spend to the end of November:

Supplier	Month 8 Spend (£)	Cumulative Spend to date (£)
Duttons	2,329	19,351
Hays Accountancy		520
Badenoch & Clark		1,283
<b>TOTAL</b>	<b>2,329</b>	<b>21,154</b>

7.3 A process for collating details of spend on the use of Consultants has been implemented and information will be provided in Budget Monitoring Reports from April 2010.

## 8. Finance

The summary year to date and projected revenue outturn position for Financial Services (as at the end of November 2009) are detailed in the following table:-

	November 2009			Forecast 2009/10		
	Profiled Budget £'000	Actual Spend to date £'000	Variance Over(+) /Under(-) £'000	Annual Budget £'000	Projected Outturn £'000	Variance Over(+) /Under(-) £'000
Central Finance & Management Team	956	1,017	61	1,440	1,440	0
Audit And Governance	296	309	13	448	448	0
Service Finance	1,084	1,099	15	1,629	1,629	0
Transformation & Strategic Partnerships	175	224	49	262	262	0
RBT Affordability	4,464	4,412	-52	6,698	6,698	0
<b>TOTAL</b>	<b>6,975</b>	<b>7,061</b>	<b>86</b>	<b>10,477</b>	<b>10,477</b>	<b>0</b>

## 9. Risks and Uncertainties

The projected outturn is an estimate and consequently may change. Careful scrutiny of expenditure and income and close budget monitoring remain essential through the year.

## **10. Policy and Performance Agenda Implications**

The delivery of the Council's Revenue Budget within the limits determined in March 2009 is vital to achieving the Council's Policy agenda. Financial performance is a key element within the assessment of the Council's overall performance.

## **11. Background Papers and Consultation**

The Strategic Director of Finance and budget holders have been consulted in the production of this report.

**Contact Name:** Joe Johnson, Principal Accountant, Extension 2074  
joe.johnson@rotherham.gov.uk

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1</b>	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
<b>2</b>	<b>Date:</b>	<b>Monday 11th January 2010</b>
<b>3</b>	<b>Title:</b>	<b>Revenue Budget Monitoring for the Period April – November 2009</b>
<b>4</b>	<b>Directorate:</b>	<b>Chief Executive</b>

**5 Summary**

This is the latest Budget Monitoring Report for the Chief Executives Directorate for 2009/10. The service is currently forecasting an underspend of £40k against a net revenue budget of £8.9m by the end of March 2010.

**6 Recommendations**

**Members are asked to:**

- **Note the latest revenue forecast outturn position for the Chief Executive's Directorate for 2009/10.**

## 7. Proposals and Details

This report advises Members of the Revenue Budget monitoring for the period up to the end of November 2009 and shows that the Directorate is currently forecasting a £40k underspend by the end of the financial year 2009/10.

There are several areas to highlight:-

- Transport fleet – the drivers currently undertake non contractual, unbudgeted overtime (£15k pressure). Work schedules are under review.
- There are also several vacancies and staff secondments across the Directorate which are offsetting other minor overspends
- The Rotherham newspaper operates as a traded service and is partially funded by contributions from the new Human Resources Recruitment Management System. However, due to the current economic climate the number of advertisements being placed is less than was anticipated. This has led to a potential year end pressure on the Newspaper of £25k.
- The cost of placing Statutory Notices in the local press will exceed the budget by £38k
- Human Resources have received additional funding for the Worksmart project.(£25k) which is due to expire at the end of 2010/11 and there is also a vacancy on the Trade Union Secondment budget (£10k).

There is no agency expenditure to report in this financial year, although there has been expenditure incurred on Job Evaluation in 2009/10, this is funded via a centrally held budget. A process for collating details of spend on the use of Consultants has been implemented in accordance with Scrutiny Review recommendations and information will be provided in reports from April 2010.

## 8. Finance

The summary year to date and projected revenue outturn position for Chief Executive's Directorate (as at the end of November 2009) are detailed in Appendix 1, the table below shows the summarised position:-

Head Of Account	November 2009			Forecast 2009/10			
	Profiled Budget £'000	Actual Spend To date £'000	Variance Over(+) /Under(-) £'000	Annual Budget £'000	Projected Outturn £'000	Variance Over(+) /Under(-) £'000	% Variation from Budget
Chief Executive	3,899	3,845	-54	5,753	5,699	-54	-0.94
Human Resources	738	716	-22	1,111	1,075	-36	-3.24
Legal and Democratic Services	1,374	1,429	55	2,059	2,109	50	2.43
<b>TOTAL</b>	<b>6,011</b>	<b>5,990</b>	<b>-21</b>	<b>8,923</b>	<b>8,883</b>	<b>-40</b>	<b>-0.45</b>

**9. Risks and Uncertainties**

The projected outturn is an estimate and consequently may change. Careful scrutiny of expenditure and income and close budget monitoring remain essential through the year.

Delivery of a balanced budget is subject to the potential pressures in section 7 of this report being effectively managed.

**10. Policy and Performance Agenda Implications**

The delivery of the Council's Revenue Budget within the limits determined in March 2009 is vital to achieving the Council's Policy agenda. Financial performance is a key element within the assessment of the Council's overall performance.

**11. Background Papers and Consultation**

The Assistant Chief Executive, the Strategic Director of Finance and budget holders have been consulted in the production of this report.

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**ROTHERHAM MBC  
REVENUE BUDGET MONITORING**

CHIEF EXECUTIVE DIRECTORATE NOVEMBER 09																		
Last Reported Projected Net Out-turn £000	Service Division	EXPENDITURE/INCOME TO DATE (As at 14th December 2009)									NET PROJECTED OUT-TURN							* Note
		Expenditure			Income			Net			Annual Budget £000	Projected Out-turn £000	Current projected year end Variance Over (+)/ Under (-) spend £000	Financial Impact of Management Action £000	Projected Year end Variance Over(+)/Und er(-) spend £000	Revised Financial RAG Status		
		Profiled Budget £000	Actual Spending £000	Variance (Over (+) / Under (-) Spend) £000	Profiled Budget £000	Actual Income £000	Variance (Over (+) / Under (-) Recovered) £000	Profiled Budget £000	Actual £000	Variance (Over (+) / Under (-) Spend) £000								
(47)	Directorate Office	590	555	-35	-82	-92	-10	508	463	-45	762	715	(47)	0	(47)	G		
0	Communications & Marketing Team	468	643	175	0	-173	-173	468	470	2	703	703	0	0	0	G		
10	Community Engagement and Research Team	378	377	-1	-14	-24	-10	364	353	-11	545	541	(4)	0	(4)	G		
1	Performance and Quality	234	233	-1	-23	-26	-3	210	207	-3	316	306	(10)	0	(10)	G		
-20	Policy and External Affairs	231	231	0	-32	-48	-16	199	183	-16	299	279	(20)	0	(20)	G		
-17	Partnership Team	127	196	69	-57	-126	-69	70	70	0	106	106	0	0	0	G		
30	Scrutiny & Member Support	1705	1771	66	-45	-92	-47	1,660	1,679	19	2,504	2,531	27	0	27	G		
0	Members Development	22	22	0	0	0	0	22	22	0	32	32	0	0	0	G		
0	Infrastructure & Corp Initiative Bud.	398	398	0	0	0	0	398	398	0	486	486	0	0	0	G		
-35	Human Resources	784	1,014	230	-46	-298	-252	738	716	-22	1,111	1,075	(36)	0	(36)	G		
71	Legal and Democratic Services	2,216	2,792	576	-842	-1,363	-521	1,374	1,429	55	2,059	2,109	50	0	50	G		
(7)	<b>TOTAL CEX DIRECTORATE</b>	7,153	8,232	1,079	(1,141)	(2,242)	(1,101)	6,011	5,990	(21)	8,923	8,883	(40)	0	(40)			

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1</b>	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
<b>2</b>	<b>Date:</b>	<b>Monday 11<sup>th</sup> January 2010</b>
<b>3</b>	<b>Title:</b>	<b>Statutory Notices Report</b>
<b>4</b>	<b>Directorate:</b>	<b>Financial Services</b>

**5 Summary**

To consider this report regarding the Council's provision of Statutory Notices placed in the local press and an analysis of the predicted £38k overspend position by the end of March 2010. This forecast overspend is being mitigated by savings elsewhere across the Chief Executive's Directorate.

**6 Recommendations**

**Members are asked to:**

- **Note this report and the forecast overspend relating to the publication of Statutory Notices.**



## 7. Proposals and Details

7.1 A Statutory Notice is a notice that is required to be published in a certain format and in a certain manner to comply with the relevant legislative requirements. The following are examples of Statutory Notices:- road traffic, public footpath, diversions, compulsory purchase orders etc.

7.2 The Local Government Act 2000 states that where an authority themselves publish a newspaper, the duty to publish is to be construed as a duty to publish that notice in their newspaper and at least one other newspaper circulating in the area.

7.3 The Newspaper Libel and Registration Act of 1888 defines a newspaper as 'any paper containing public news, intelligence or occurrences or any remarks or observations therein printed for sale and published periodically or in parts or numbers at intervals not exceeding 26 days'.

7.4 It is for the above stated reasons that Statutory Notices can't be solely published in Rotherham News.

7.5 The following table shows a breakdown for the last twelve month period of the number of notices placed and its associated expenditure :-

	Planning Notices (EDS)	Public Notices (Legal Services)	Other (CYPS/NAS)	Total
Number	179	432	54	665
Expenditure	£48,980	£46,090	£10,990	£106,060

## 8. Finance

The spend against budget and the transfer from reserve for the past three years is summarised in the table below. It also shows the forecast outturn position for the year ended 2009/10.

	2006/07 (£)	2007/08 (£)	2008/09 (£)	2009/10 (£)
Expenditure	100,807	107,080	122,314	100,000
Budget	58,797	59,973	61,172	62,395
Deficit	42,010	47,107	61,142	37,605 (forecast)
% Overspend	71.4	78.5	99.6	60.3 (forecast)

The current year forecasted overspend is being reported as part of the Legal and Democratic Services outturn position.

## 9. Risks and Uncertainties

The projected outturn is an estimate and consequently may change. Careful scrutiny of expenditure and income and close budget monitoring remain essential through the year.

## **10. Policy and Performance Agenda Implications**

The delivery of the Council's Revenue Budget within the limits determined in March 2009 is vital to achieving the Council's Policy agenda. Financial performance is a key element within the assessment of the Council's overall performance.

## **11. Background Papers and Consultation**

The Strategic Director of Finance and budget holders have been consulted in the production of this report.

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**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
<b>2.</b>	<b>Date:</b>	<b>11<sup>th</sup> January 2010</b>
<b>3.</b>	<b>Title:</b>	<b>RBT Performance Report for November 2009</b>
<b>4.</b>	<b>Directorate:</b>	<b>Financial Services</b>

**5. Summary**

This report summarises RBT's performance against contractual measures and key service delivery issues for November 2009 across the areas of:

- Customer Access
- Human Resources & Payroll
- ICT
- Procurement
- Revenues & Benefits

**6. Recommendations**

The Cabinet Member for Resources is asked to:

- Note RBT's performance against contractual measures and key service delivery issues for November 2009.

## 7. Proposals and Details

Full details of performance against operational measures for November 2009 for all workstreams is attached at Appendix A.

### 7.1 Customer Access

#### 7.1.1 *Overall Performance*

All performance targets were achieved during November 2009.

The average waiting time for face to face customers has significantly improved, with 90% of customers being seen within 10 minutes.

Productivity levels have been baselined for the last three months and we will now be agreeing targets with RBT going forward.

Revenues and Benefits customer contact remains poor, with 31% of customers abandoning their telephone call. The Transformation and Strategic Partnerships (TSP) Team has requested specific performance measures relating to the Revenues and Benefits Business Process Review to ensure that this level of performance is satisfactorily addressed.

#### 7.1.2 *Complaints*

Four complaints were received in November, all relating to the Revenues and Benefits service. Three of the complaints were upheld and 1 complaint was inconclusive. Training has been completed where appropriate.

#### 7.1.3 *Projects*

RBT are currently developing options for the staffing of Aston Joint Service Centre and for incorporating cashiers within the wider customer services network. Work shadowing is currently being scheduled.

The transition to the Nortel Telephony Solution (CC6) has been delayed for a second successive time as errors continue to be experienced. Further tests continue and a revised go live date is still to be agreed. Weekly progress meetings continue to ensure progress is being monitored.

The Revenues and Benefits Business Process Review remains on hold until agreement can be reached between RBT, the TSP Team and Trade Unions over performance measures and proposed structures.

### 7.2 Human Resources and Payroll

#### 7.2.1 *Overall Performance*

All targets for operational measures were achieved for November 2009 with the exception of HRO2, Accuracy of Payment, which achieved 98.43% against a target of 99.5%. This is understood to have been due to a manual processing error and as a consequence 214 employees did not receive subsistence payments. Where

required emergency cheques were issued and the HR Client was informed as soon as the error became known. The subsequent investigation has informed the process for exception reporting with additional steps now added to the checking process.

### 7.2.2 *Current Projects*

The external audit of the teachers pension return was completed on 26<sup>th</sup> November 2009 and submitted to Capita by the statutory deadline.

Version 8.1 Yourself release went live on 30<sup>th</sup> November 2009 and included the new screens for capturing equalities data and an amendment to the password re-set to bring Yourself in line with the Council's network sign on.

The Service Centre commenced delivery of training courses for employees using VOIP telephony in late November 2009. It is anticipated that these courses will be delivered to 3,000 employees over a period of 2/3 years. The forthcoming accommodation moves will be linked to the roll-out of VOIP training.

### 7.2.3 *Payroll Activity*

Preparation commenced for the early production of payrolls ahead of the Christmas holiday closure. Weekly paid employees will receive two week's estimated pay along with their normal wage on 17<sup>th</sup> December 2009 with the schools monthly pay date being brought forward to 18<sup>th</sup> December 2009. This means that all Council employees will be processed for payment within the same week and has necessitated a need for early input deadlines. A Manager Briefing was circulated on 12<sup>th</sup> November 2009 to provide comprehensive details on any issues that could affect pay during the forthcoming holiday period.

### 7.2.4 *Future Activity*

The Version 9 Yourself release is due in February 2010 and will include a mileage re-write and further organisation chart views.

The technical development to allow for automatic write back of timesheet information to PSE is now complete. However, due to the early Christmas payrolls and the forthcoming school recess further roll out of this functionality will be on hold until the New Year.

The Orgplus development is progressing with the team working towards a February 2010 provision to Managers via the Version 9 Yourself release. This new software will facilitate the automation of establishment changes but also give some basic management information in an easy to understand chart format. Internal processes will continue to be reviewed as this project continues. This review will include direct report lines amendment, the current DSP process and major re-structure arrangements.

### 7.2.5 *Achievements*

Work Package 1 Transformation projects are successfully drawing to a close with only two projects now outstanding. The two projects to be completed are timesheet

automation, referred to at 7.2.4, and automation of establishment records, also referred to at 7.2.4 under Orgplus development. Both projects are system enhancements rather than fundamental projects.

The re-structure of the team and subsequent re-deployment of employees has now been completed.

The transition into RBT service of the employees based at Millside was successfully completed.

### 7.3 ICT

7.3.1 All targets for the ICT Service were achieved in November 2009.

#### 7.3.2 *VOIP*

Over 100 VOIP handsets were deployed to Norfolk and Bailey House in November 2009 to facilitate the agile working of staff decanted from Crinoline House.

#### 7.3.3 *RBT ICT Re-structure*

RBT restructured the ICT section during November 2009 with the service being separated into two sections: 'Implementation' and 'Live'. The Implementation Team are to focus on project work whereas the Live Team are responsible for the business-as-usual, day-to-day IT operations.

Steve Houghton-Burnett, RBT's Chief Information Officer, resigned from his post in November 2009. A replacement has yet to be identified.

#### 7.3.4 *Government Connect Email and Secure Data Transfer*

RMBC's new Government Connect (GC) email facility went live in November 2009. This allows the Council to send and receive data securely to other organisations connected to the GC network, including NHS, Police, Central Government and other Councils. Additionally, data can now be shared securely with non-GC organisation using RMBC's new secure data transfer website. These two initiatives mean that RMBC officers now have no need to share data in insecure methods such as CD or memory stick, which will significantly strengthen our data security.

#### 7.3.5 *Complaints*

No complaints were received in November.

### 7.4 Procurement

#### 7.4.1 *Overall Performance*

All targets for the Procurement workstream were achieved in November 2009.

### 7.4.3 BVPI8

Former BVPI8 achieved 95.58% in November 2009 which is an improvement on the November 2008 performance of 93%. Average performance to date stands at 94.22%.

### 7.4.4 Savings Performance

Procurement savings for the month to the end of October 2009 were £407k.

### 7.4.5 Addressable Spend Tracking

Addressable spend figures for November 2009 are found in the table below:

Savings in month of October	Savings year to date	Estimated Savings to year end	Addressable Spend in November	Addressable Spend Year to Date
£406,939	£2,125,219	£2.993m	£2.589m	£20.398m

Work is currently ongoing to look at the procurement model.

### 7.4.6 Prompt Payment Code

The Council have been approved as signatories to the Government's Prompt Payment Code which involved references from local suppliers. Approved signatories undertake to:

- Pay suppliers on time
- Give clear guidance to suppliers
- Encourage good practice

Further information on the scheme is available at:

<http://www.promptpaymentcode.org.uk/>

## 7.5 Revenues and Benefits

### 7.5.1 Council Tax

At the end of November 2009 the Council Tax Collection rate stood at 74.38%, 0.23% lower than the same point in 2008/09. RBT have continued to work overtime during November and as a result of this, and the strict recovery timetable which remains in place, it is hoped that any shortfall in collection, compared with the previous year, will be addressed by the end of March 2010. The target for 2009/10 continues to be that RBT achieve a Council Tax Collection Rate which places Rotherham in the upper quartile of performance for Metropolitan District Councils, with a minimum collection level of 97.0% regardless of quartile position.

The following table illustrates recovery action taken in the year to date compared with the same point in 2008/09: -

<b>Council Tax Collection – Recovery Procedures</b>		
<b>Documents Issued</b>	<b>At November 2009</b>	<b>At November 2008</b>
Reminders	34,129	34,883
Summonses	10,572	10,180
Liability Orders	9,020	8,042

The average number of days taken to action a Council Tax Change of Circumstance was 12.45 days at the end of November 2009. This is below the target of 14 days and is significantly better than the figure of 15.09 days reported in respect of October 2009. The use of overtime by RBT has undoubtedly contributed to this improvement.

The percentage of people paying their Council Tax by direct debit was 69.01% at the end of November 2009. The figure at the comparative point in 2008/09 was 68.59%.

#### 7.5.2 NNDR

NNDR collection performance stood at 78.76% at the end of November 2009, 0.07% down on the same point in 2008/09. This figure is adjusted to incorporate the affect of the NNDR Deferral Scheme but also includes over £280,000 in advance payments.

The following table illustrates the current levels of recovery action being taken: -

<b>NNDR Collection – Recovery Procedures</b>		
<b>Documents Issued</b>	<b>At November 2009</b>	<b>At November 2008</b>
Reminders	3,629	3,500
Summons	1,040	1,059
Liability Orders	671	644

With reference to the NNDR Deferral Scheme, at the end of November 2009 there were 329 live cases, allowing deferral of £465,298.70, whereas at the end of October 2009 there were 321 live cases covering a deferred total of £456,763.77.

#### 7.5.3 Other Service Measures

Performance against the remaining Strategic and Operational Measures remains reasonably satisfactory although the average time taken to process HB/CTB New Claims and Change Events continues to be closely monitored. The year to date



figure, as at 22 November 2009, was 12.51 days, a fractional increase from the 12.08 days reported in respect of the period up to 25 October. Despite this the month on month performance has improved, largely as a result of the overtime now being worked, and it is hoped that this will start to be reflected in the cumulative yearly figure in due course.

Performance in respect of the number of changes in HB/CTB entitlements within the year is also an area of concern although, once again, it is hoped that the overtime and additional hours that have been made available will improve the situation.

### **8. Finance**

The contract with RBT includes a service credit arrangement. The effect of this is that should an operational measure not achieve its target, a calculation (based on the amount by which the target was missed including weighting) results in a financial penalty for RBT.

Following over-performance of PO2 in August, September, October and November penalties for the failure of this measure in July have been clawed back.

HRO2 failed in November resulting in potential penalties of £109.45 however RBT have the opportunity to claw back the penalty by over-performing on this measure.

### **9. Risks and Uncertainties**

The Transformation and Strategic Partnerships Team work with RBT to proactively identify and manage risks to prevent negative impacts on performance that may affect our CPA/CAA rating or service delivery.

### **10. Policy and Performance Agenda Implications**

The partnership is responsible for key areas of service delivery and therefore has a significant role in the delivery of key national and local performance indicators. The partnership also supports the Council Directorates in their service delivery.

### **11. Background Papers and Consultation**

RBT performance reports for November 2009.

#### **Contact Name:**

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Customer Access Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
Customer Access Overall Performance						★	Overall status of Customer Access OMs
Cost per Transaction (F2F)	CAO1			15.33		?	Quarterly measure; target to be agreed.
Cost per Transaction (Telephony)	CAO1			4.57		?	Quarterly measure; information for monitoring only.
Versatility Measure	CAO2		92.59	92.73	94.09	?	New measure; target to be set in Q3 following baselining.
First Contact Resolution by Channel (F2F)	CAO3	97.5	100	100	100	★	
First Contact Resolution by Channel (Telephony)	CAO3	95	97.14	95.71	100	★	
Average Call Quality Assessment	CAO4	95	97.28	97.39	97.01	★	
% of Contact not Abandoned (F2F)	CAO5	85	99.8	99.74	99.82	★	
% of Contact not Abandoned (Telephony)	CAO5	90	95.51	96.26	96.08	★	
Complaints Handling	CAO7	90	100	100	100	★	Reported quarterly with additional information for tracking.
Provision of Management Data	CAO9	100	100	100	100	★	

More than 2% above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



HR&P Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
HR&P Overall Performance						★	
Accuracy of Contracts	HRO1	95	100	100	100	★	
Accuracy of Payment	HRO2	99.5	99.83	99.85	98.43	▲	Mitigating action to prevent recurrence implemented.
% of Enquiries Resolved at First Point of Contact	HRO3	80	95.8	94.42	96.76	★	
P45s issued within 3 working days	HRO4	98	100	100	100	★	
Manual Cheques issued within 1 working day	HRO5	98	100	100	100	★	
Non-Statutory Returns by Due Date	HRO6	100	100			?	Quarterly Measure
Quality of Information Given to Caller	HRO7	90	100	100	100	★	
% Contracts of Employment Issued within 15 working days	HRO8	90	100	100	100	★	
CRB Process	HRO9	95	100	100	100	★	
Provision of Management Data	HRO10	100	100	100	100	★	

More than 2% above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



ICT Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
ICT Overall Performance						★	
% Availability of Website	ICTO1	99	100	99.96	100	★	
% Availability of Business Critical Applications	ICTO2	99	99.98	99.99	99.99	★	
% Availability of Telephony Systems	ICTO3	99	100	100	100	★	
% Faults Fixed in Agreed Timescales	ICTO4	94	97.12	97.35	98.09	★	
% ICT Change Requests Completed in Agreed Timescales	ICTO5		100	99.58	96.86	★	Target being negotiated in Q3.
% Complex Change Requests Completed to Agreed Specification	ICTO6	85				⚠	Measure dependant on resolution of Cross Cutting Measure CCS1.
% Calls Fully Closed at First Point of Contact	ICTO7	25	37.54	37.75	38.37	★	
% Print Jobs Completed as Agreed	ICTO8	95	100	100	100	★	
New measure to be agreed.	ICTO9					⚠	
Average Time Taken to Answer Calls	ICTO10	85	91.29	93.7	93.32	★	Target now 85% within 21 seconds in line with customer charter; issues with reporting show performance as % within 20 seconds

More than 2% above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



Procurement Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
Procurement Overall Performance						★	
% Catalogued Goods or Services Delivered within Lead Times	PO1	88.72	98.98	93.08	90.31	★	
% Cheque Requests Processed on Next Available Payment Run	PO2	98.46	99.00	99.74	99.69	★	
% Undisputed Invoices Input within 25 calendar days	PO3	99.22	99.77	99.71	99.36	★	
% non-eRFQ Open Requisitions Consolidated into Purchase Orders	PO4	75	85.52	84.67	91.93	★	
% Framework Agreements Risk Assessed for Impact on Local Economy	PO5	96	100			?!	Quarterly measure.
% Orders Placed Against Electronic Catalogue	PO6	17	20.9	21.99	21.33	★	
% eRFQ Open Requisitions	PO7					?!	Turnaround now agreed as 85% within 4 working days; nil return for September, October & November as there were no open requisitions.
% Framework Agreements Developed with consideration given to Sustainability	PO8	98	100	100	100	★	Quarterly measure.
Provision of Management Data	PO9	100	100	100	100	★	

More than 2% above target  
 Within 2% of target  
 More than 2% below target  
 Unable to report at this time



Revenue & Benefit Measure	Ref	Target	Sept	Oct	Nov	Status	Comments
Revs & Bens Overall Performance						?	
% Council Tax Collected	RBO1	97	59.94	65.14	78.34	?	Annual measure
% NNDR Collected	RBO2	98.50	61.16	69.58	78.76	?	Annual measure
Time Taken to Process HB/CTB New Claims and Change Events	RBO3	15	12.35	12.08	12.51	?	Annual measure
Number of Fraud Prosecutions & Sanctions per 1000 caseload	RBO4	4.25	3.42	3.84	4.52	?	Annual measure
Cumulative Council Tax Arrears as compared to Council Tax Year End Total Collectable Debt	RBO5	4.8	5.62	5.62	5.62	?	Annual measure
Year End Council Tax Write Off as % of Collectable Debt	RBO6	0.27	0.16	0.19	0.23	?	Annual measure
Number of Changes in HB/CTB Entitlements within the year per 1000	RBO7		645	727.5	727.5	?	Annual measure
Level of LA Overpayments not to exceed LA Error Local Subsidy Threshold	RBO8	0.48	0.31	0.33	0.34	?	Annual measure
Total Amount of HB Overpayments recovered in period as % of HB Overpayments outstanding	RBO9	41	36.43	39.92	42.22	?	Annual measure
% New Benefit Claims Decided within 14 days of Receipt	RBO10	90.5	93.24	87.71	91.1	?	Quarterly measure
Total Amount of HB Overpayments written off during the period as % of Total Amount of HB Overpayments	RBO11	6.99	1.91	1.91	1.91	?	Annual measure
% Applications for HB/CTB Reconsideration / Revision Actioned & Notified within 4 weeks	RBO12	75	89.82	87.71	86.14	?	Annual measure
% HB/CTB Appeals Submitted to the Tribunal Service in 4 weeks	RBO13	85	100	100	100	?	Annual measure
Provision of Management Data	RBO14	100	100	100	100	★	

More than 2% above target



Within 2% of target



More than 2% below target



Unable to report at this time



**NB figures are for monitoring purposes only for annual and quarterly measures**

<b>ROTHERHAM BOROUGH COUNCIL – Report to Cabinet Member</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Members for Resources</b>
<b>2.</b>	<b>Date:</b>	<b>11 January 2010</b>
<b>3.</b>	<b>Title:</b>	<b>Support for Employee Volunteering Activity</b>
<b>4.</b>	<b>Directorate:</b>	<b>Chief Executives</b>

### **5. Summary**

The Director of Children and Young People's Services has requested consideration of providing time off for employees to support Rotherham children with reading activities in Schools.

Consideration of this single issue highlights the wider context for employee volunteering and the need for a consistent approach to this issue.

### **6. Recommendations**

**6.1 That Cabinet Member support the range of potential volunteering activity highlighted in this report.**

**6.2 That Cabinet Member to comment on the CMT recommendation that employee volunteering could be outside the Borough.**

**6.3 That Cabinet Member to note that CMT recommendation:**

**a) Specifically determine a time allowance for employees to undertake reading support in Rotherham Schools;**

**b) That paid time off be permitted to the maximum of 7.4 hours (1 day) providing this is matched by the employee taking an equivalent personal leave day.**

## **7. Proposals and Details**

### **7.1 Background**

A wide range of organisations have introduced policies and practice aimed at encouraging their employees to take part in volunteering activity. Such organisations recognise good practice in this area as beneficial for their Corporate Social Responsibility (CSR) e.g. supporting community resources in the areas in which they operate whilst seeing the benefit in terms of the learning and development of individuals or teams. Additionally such activity can enhance the reputation of these organisations.

### **7.2 Council Involvement**

Employees at an individual level will already be engaged in a range of voluntary activity, for instance many employees are School Governors. However as a large employer the Council is well placed to support and encourage volunteering activity to enhance the personal development of employees and/or teams in the Council, to build up resources available to charities/community groups/ the local community generally and to enhance the reputation of the Council within the Community and its workforce.

Voluntary Action Rotherham has established a volunteer bureau to link individuals and organisations interested in volunteering to relevant activities. The volunteer bureau would provide an established and tested route to link employees to opportunities which would support local communities and organisations.

### **7.3 Volunteering – Potential Activities**

The following have been identified as potential volunteering activities:

#### **(i) Team Challenge Events**

Link a service based team or a group of managers to a specific community activity challenge. This could be environmental or social activities

**Objectives** – Team development/building, develop employee's community awareness/links, enhance reputation of the Council, demonstrable outcomes for the community.

#### **(ii) Management/Board Mentoring**

Link up managers within the Council to managers or board members in voluntary organisations to provide a sounding board and share the benefits of experience

**Objectives** – Enhance mentoring skills of managers, increase community awareness/links, help enhance management capacity in voluntary organisations, enhance reputation of the Council



### **(iii) Individual Time Allowance for Volunteering**

Provide paid time off (a defined maximum allowance per annum) for individual employees to engage in volunteering activity

**Objectives** - Increase people resources and expertise available to voluntary organisations, demonstrable outcomes for communities, enhance reputation of the Council, enhance employee perceptions of the Council, promotes the Council as an employer of choice.

#### **7.4 Conditions of Volunteering Activity**

**If it were decided that paid time off is to be provided for volunteering it is suggested that the following conditions be applied:**

Volunteering covers activity undertaken by teams or individuals taking place during working time (claims for time off in lieu for activity taking place at evenings and weekends will not be accepted). Activity must be in a voluntary capacity (not paid employment) and should clearly demonstrate:

- benefits for individuals or communities without personal gain for employees/managers. Employees/managers will be expected to provide evidence of their involvement.
- benefits for personal development or team development

Payment of allowances (such as mileage or public transport fares) in respect of volunteering activity will not be met by the Council

**It is recognised that Council employees are drawn from a wide geographical spread. Therefore Cabinet Member are asked to comment on the CMT recommendation of whether or not to permit time off for volunteering activity outside the Borough of Rotherham subject to meeting the above criteria.**

#### **7.5 Permitted Volunteering Time**

**Set out below is an example allowance and associated criteria for time off for volunteering. Corporate Management Team may choose to either increase or decrease this allowance if in principle the concept of allowing paid time off is to be supported:**

A maximum of 7.4 hours per annum (pro rata for part-time employees) paid time off for volunteering will be permitted. Time can be taken in blocks of day(s), half days or spread over a longer period throughout the calendar year.

Time allowance cannot be carried over from one calendar year to the next.

Time off must be sanctioned by line managers who will be the final determinant of whether time off will be permitted. All requests for volunteering time off are subject to the needs of maintaining service delivery. It is recognised that where services incur direct replacement costs when employees are absent it will be difficult to release employees for the purpose of volunteering activity.

Employees may already be engaged in voluntary activity that is covered by other time off arrangements e.g. School Governors, Magistrates etc. The time off provisions outlined above should not be used to further supplement these activities.

Time away from normal day to day and paid activity should in all cases be considered in the light of reasonableness and service delivery priorities.

## **8. Finance**

Whilst there will be no direct costs associated with volunteering there are potential indirect costs associated with loss of productivity. Managers will need to effectively manage requests for time off for volunteering to ensure that delivery of services and day to day operations are not affected.

## **9. Risks and Uncertainties**

At a time when budget pressures are forcing consideration of measures which are aimed at reducing the size of the Council's workforce, increasing the potential for employees to take more time off could be seen to be diverting focus from delivery of core services in a time of diminishing staff resources.

However, supporting measures on employee volunteering could enhance employer reputation, provide additional support to individuals and communities benefitting the Local Strategic Partnership and Community Strategy priorities and positively influence employee development and learning.

## **10. Policy and Performance Agenda Implications**

Volunteering activity could cover support for a range of community issues and therefore positively promote all the themes of the Community Strategy and Corporate Plan. Linking employees to volunteering activity via the VAR Volunteer Bureau would enhance partnership working and support the aims of the voluntary sector in Rotherham. Promoting support for reading activity in schools will potentially benefit literacy attainment targets.

## **11. Background Papers and Consultation**

None attached.

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<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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1.	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
2.	<b>Date:</b>	<b>11 January 2010</b>
3.	<b>Title:</b>	<b>Corporate Workforce Strategy 2009-12, six monthly update.</b>
4.	<b>Directorate:</b>	<b>Chief Executives</b>

## 5. Summary

This report provides a progress report on activity within the Corporate Workforce Strategy. It also provides an update on development of new indicators for workforce issues, preparation for the KLOE 3.3 in Use of Resources and findings from the audit of workforce planning.

## 6. Recommendations

Cabinet Member is asked to:

- 6.1. Note the progress and achievements against 2009/12 targets and potential for work being carried forward into 2010/11.**
- 6.2 Note the progress on the new suite of workforce indicators and the pilot Use of Resources KLOE 3.3 assessment.**
- 6.3 Ensure that Directorates respond to the outcomes of the audit of their workforce plans.**

## 7. Proposals and Details

### 7.1 The 2009 Strategy

The Corporate Workforce Strategy was refreshed in May for 2009/12, to take account of the changing economic climate, CYPS issues, employee opinion feed back, year end workforce data, health and safety priorities and a gap analysis against the Use of Resources KLOE 3.3.

New projects include:

- HSE shattered lives campaign
- New Choices IIP assessment
- Roll out of the senior manager development framework
- Review of the management development provider contract
- Implementation of the new level 5 Managing Projects programme
- Review of the temporary worker agency management contract
- Transfer of external e-learning to the in-house management system

Since the strategy was agreed by CMT in May, further major projects have been agreed in relation the efficiency agenda and issues within CYPS, and also an emergency planning skills audit has been implemented.

The current National Local Government Workforce Strategy (2007) is being revised and will be re-launched in 2010. Early indications are that the five priority themes around organisational development, leadership development, skills development, recruitment and retention and pay and rewards will remain, although the revised emphasis will reflect current pressures facing local government, with more emphasis on:

- **Organisational Development** – New ways of working, citizen focus, partnerships and value for money.
- **Leadership** - Visionary leadership, built through partnership with other agencies and Elected Members. Transformational leadership skills of managers to enable change in services, employee engagement.
- **Skills** - Raising employee skill and knowledge levels, enabling innovation, high performance, and multi-agency skills development
- **Recruitment and Retention** - Career progression, talent management, re-skilling, succession planning in support of efficiency programmes, whilst still promoting local government working and addressing skills shortages where external advertising takes place and supporting employability agendas.
- **Pay and reward** – modern pay structures, control of employment costs, total reward.

These are priorities already clear within our own Strategy, with supporting corporate activity. However, this change in emphasis also clearly reinforces the expectations on services to pro-actively manage their people resources alongside service development and planning.

Activity within the Strategy is delivered corporately through Chief Executives Office, Strategic HR (in partnership with RBT HRP), Financial Services and Environment & Development Services.

## 7.2 Progress report

This years Use of Resources assessment did not include KLOE 3.3. which relates to how the organisation plans, organises and develops its workforce to achieve strategic priorities. However, KPMG have agreed to pilot the assessment with the Council. A position statement has been reviewed by KPMG and feed back is being used to inform preparations for next years assessment. Feed back has not highlighted any major gap areas, however, it is clear that we will have to both evidence how we are addressing major workforce issues *and seeing outcomes*, both corporately and within Directorates.

As previously reported, a new suite of workforce indicators are currently being developed. We are also leading a sub-regional approach to the development of consistent workforce data. Where available, data is reported in the attached update. The Employee Survey indicators included are those relating to the key drivers of employee engagement and the other improvement areas indicated from the last (2008) survey, i.e. Equalities/fairness, job security, senior management, pay and benefits, work-life balance and health & safety, customer service and communications. Further indicators include some of the previous BVPI corporate health indicators which are being retained and other measures such as IIP assessment, CAA, Equalities Standard, Chartermark plus (Member Development) etc. The assessment for IIP was revised this year and was structured around our own priorities, using the New Choices approach to assessment.

Further data relating to qualification levels and skills for life will be available following the current audit.

Appendix 1 provides a brief summary of progress against short and medium term targets set out in the strategy and supporting plans, together with an indication of current measures for each theme and the evidenced return on investment. However, highlights are:

### Activities:

- Progress with WorkSmart and office moves.
- HSE acceptance of stress management arrangements.
- Health and safety reporting progress.
- Management of the New Choices IIP assessment.
- Continuing sickness management and intervention practices.
- Continuing employee involvement (Exchange) programme and values (HEART) programme. Still sharing this best practice nationally.
- Continuing management development programme.
- Buddying scheme launch
- New e-learning modules developed.
- Regional Skills framework project progress and qualifications audit.
- Access all Areas placements success.
- Progress on pay scheme implementation and dispute handling.

## Impact Measures:

- Customer Service Excellence Standard achievement
- Gold standard for IIP ( target was silver)
- Reduced numbers of accidents
- Good employee engagement level (likelihood of “selling” council to others, staying with council and going the extra mile).
- IIP and Employee survey results in terms of manager capacity and support for learning and development by a variety of methods.
- Excellent rating in Equalities Framework.
- Response to on-line advertising.
- Turnover remains low (although retention in certain areas, e.g. CYPS localities currently being addressed).

## 7.3 Delayed/Potential to not achieve:

Most actions within the Strategy are either on track or have been completed (as noted in Appendix 1), however, the following have been delayed or may carry forward into 2010:

- HSE shattered lives campaign delayed whilst consideration given to fit with Council activity.
- An employee benefits awareness campaign has been delayed due to current climate.
- Roll out of the senior leadership framework and development, including mentoring opportunities, use of transformational competencies has made little progress, although senior team development has recently commenced with the new Chief Executive.
- Regional bid for LSC funding to support manager training in partnering rejected hence project not progressed.
- Generic provider contract tendering is behind schedule due to the high number of bids received and the impact on the procurement teams workload.
- PSe phase 2 development is behind schedule due to outstanding problems from phase 1 and other HRP work commitments.
- The ability to continue generic employer of choice advertising in Rotherham News has been impacted by the reduction in advertising activity and spend.
- Phase 2 of RMS development has been delayed, whilst the new model for internal management of vacancies was been agreed. Project plan awaited from RBT.
- A workforce audit has been slightly delayed due to other HRP work commitments.
- A review of senior manager pay has been delayed due to the current climate.
- A working practice review – e.g. time off, standby, allowances etc. has been incorporated into the work of the cross-cutting groups.

## 7.4 Workforce Planning

Given the assessment of workforce planning in the revised Use of Resources assessment (and best practice), it is imperative that managers are supported to carry

out quality workforce planning, including the expectations of the audit commission key lines of enquiry.

The annual audit of workforce planning is currently in progress. The mini-audit of workforce issues in service plans in April/May and initial indications from the more detailed audit (and inspection feed back) are that further attention needs to be given to the systematic performance management of workforce issues, to support service development and transformation, including a clear focus on future issues.

Work is in progress with service planning lead officers and Directorate workforce planning leads to review how workforce issues are integrated with service planning. Revisions are likely to be made to the workforce planning framework to simplify the approach for managers.

Following completion of the audit, reports will be provided to DMTs on findings, together with revised variance charts and details of the revised framework and training to support managers to be provided during January.

As previously reported, it has proved impossible to constitute the corporate workforce panel in the manner intended by the workforce planning framework. Therefore, a revised approach is now being taken to ensure all interested parties are engaged in corporate and directorate workforce planning. Lead officers from within Strategic HR are meeting with the key players via a number of other groups:

- Regular meetings with learning and development lead officers to update on both corporate and individual directorate activity, to help identify shared need and commissioning potential.
- Regular meetings with workforce planning lead officers to ensure awareness of corporate projects and help target strategic support and to assess progress/challenge on workforce planning and performance management.
- Sharing of audits, IIP outcomes and 6 monthly reporting etc. with unions and follow up meetings. HRP carrying out regular meetings with unions to address developing service issues.
- Regular meetings with HRP providing updates on HR Business partner activity and service workforce issues to enable prioritisation of resources and provide updates on corporate activity.
- 6 monthly attendance at DMTs to update on workforce planning – audits, corporate activity etc.

### **8. Finance**

Remaining Learning & Skills Council funding is supporting delivery of equalities and stress training (£97,000 and £26,000 respectively). Remaining European Social Fund funding is supporting the extension of the musculo-skeletal project. A further regional bid to the LSC for funding to support manager training in “partnership working” has been unsuccessful, hence the regional project has ceased.

RIEP funding of £50,000 has been secured to support the regional Skills Framework development project, with the project officer post being hosted by Rotherham until June 2010.

The ICT Strategy and supporting funding (£130,000 over 3 years) is delivering the PSe Training module development, further Yourself developments and HR metric reporting, pensions electronic interface and a new policy audit tool.

The Strategic HR budget is supporting the annual e-learning licence renewal and Learning Management System (DLE) costs (£7,000). It also supports IIP assessment, VIP/HEART/Employee Suggestion scheme celebrations and Exchange. Management development is supported by the dedicated budget of £100,000. The Trade Union secondment budget supports effective employee relations through reimbursement for time on union representative duties

RBT HRP now provide the funding for the running and development of Millside Learning Resource Centre (transferred in October).

Member development is supported by the Members Development budget, supplemented by South Yorkshire and regional Improvement funding. The South Yorkshire Improvement Programme has also supported the South Yorkshire BME Managers programme (£20,000).

Skills for Life assessment and training is provided free of charge to Directorates, as it is funded through Train 2 Gain.

The funding model for the Recruitment Management System is currently subject to review, as the reduction in external advertising has impacted the Invest to Save model and ability to also support Rotherham News.

Directorate budgets are required to finance the Employee Opinion Survey (next due in 2011), attendance at development centres, IOSH training and all Directions training, plus all other workforce related matters supporting effective delivery of service plans.

## **9. Risks and Uncertainties**

Failure to provide a talented workforce, representing the community of Rotherham and recruited and developed in a cost-efficient way would impact on achievement of efficiency savings, the Equalities Framework, CAA, IIP assessment and ultimately service delivery. Delivery of the priority activity set out in the strategy, supported by Service workforce planning, will ensure that workforce needs are addressed in a structured and manageable way.

Workforce planning is key to delivering all of our service and workforce priorities. Further work with services to ensure confidence in this process should enable the Council to better deliver its priorities, whilst achieving the required transformation required by budget pressures and new ways of delivering services.



## **10. Policy and Performance Agenda**

Delivery of the Corporate Workforce Strategy activity impacts on our liP assessment, achievement of the Equalities Standard and attaining a positive assessment for CAA (in particular, the new Use of Resources assessment for 2010). It directly supports “Rotherham Achieving”, in supporting the development of talent in the workforce, whilst also supporting Alive (employee safety and well-being), Learning (Life skills, recruitment), Proud (communications, culture), Fairness (diversity in the workforce, equalities & diversity training).

## **11. Background Papers and Consultation**

1. Corporate Workforce Strategy
2. National Local Government Workforce Strategy

Lead officers from Chief Executive’s office, RBT and EDS have provided updates on progress against the Strategy.

Management of workforce planning is managed through the forums noted in 7.4 above.

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Theme: <b>Developing the Organisation</b>	RAG status: <b>Amber</b>
<p>a. Progress and Achievements in line with targets:</p> <p><i>Organisational Structure</i></p> <ul style="list-style-type: none"> <li>• Aston JSC is on track for opening March 2010. The internal refit and IT installation is underway. Following discussion with NHS and Cabinet and expected opening date of winter 2010 is set for Aston.</li> <li>• Completed and achieved Customer Excellence Standard assessment across the whole Council.</li> <li>• Revised CYPS management arrangements in response to Children First review.</li> <li>• Negotiations in progress for transfer-in of grounds maintenance staff from 1<sup>st</sup> January 2010</li> <li>• Arrangements in place for transfer-in of LSC staff from April 2010.</li> </ul> <p><i>Agile Working</i></p> <ul style="list-style-type: none"> <li>• Roll out of WorkSmart in progress: New equipment (VOIP, laptops, VPN) issued to Maltby, Reresby House and Doncaster Gate. Office protocols launched, e-learning for managers and staff launched, VOIP training provided, roadshows for staff and managers.</li> </ul> <p><i>Efficiencies and Sickness</i></p> <ul style="list-style-type: none"> <li>• Cross-cutting efficiency programmes commenced and reporting to CMT.</li> <li>• Completed stress training. HSE review completed and no negative feed back relating to stress management.</li> <li>• Musculo-skeletal intervention continuing supported by remaining years funding.</li> <li>• Regional project being pursued in relation to mental health interventions.</li> <li>• Sickness promotion activity re. flu pandemic, smoking cessation, Westfield promotion.</li> <li>• Continued provision of sickness management information to managers and support from HRP.</li> <li>• Near-miss reporting presented to M3 managers for roll out across Council.</li> <li>• Programme of health &amp; safety audits in place.</li> <li>• Violence to staff policy revised and access updated.</li> <li>• Manual handling training continuing and corporate policy drafted with working group.</li> <li>• Targeted work with managers in areas of higher reported verbal/physical abuse.</li> </ul> <p><i>Performance Management</i></p> <ul style="list-style-type: none"> <li>• Managed CAA and organisational assessments.</li> <li>• Problems with software upgrades have been addressed by hosting of the system on the supplier server.</li> </ul>	<p>b. Outcomes/return on investment:</p> <p>Customer Excellence Standard achieved. Changes to structures, transfers of staff all progressing well.</p> <p>CYPS unannounced inspection result disappointing.</p> <p>Employee Survey results 2008 indicate further improvements in perception of work-life balance, e.g. "I am able to strike the right balance between my work and home life, up 9% points from 2006.</p> <p>Sickness currently stands at 8.78 days which is slightly higher than quarter 2 2008/09.</p> <p>Employee perception of management of stress, whilst showing some improvement, remains an area for development (35% positive).</p> <p>Accident numbers continue to decline, another 4.4 % decline compared to 2008/09. (7% improvement in 2008/09). 50% improved reduction in RIDDOR reporting frequency. However, still approximately 100 accidents per month.</p> <p>Data quality assessment achieved 4. Awaiting CAA result, however, likely to see</p>

## Appendix 1

<p>Directorate business requirements, Corporate Plan, Local Area Agreement and National Indicator Set measures will have been inputted into the performance plus database by the end of December 09. Directorate use for quarterly reporting should commence from quarter 3 in January.</p> <ul style="list-style-type: none"><li>• Following an audit of commissioning of SEN Transport, CMT have agreed a number of recommendations going forward. These will inform a revised framework, with a further report due at CMT in December.</li><li>• Childrens Improvement plan and activity in progress</li></ul> <p><i>Investors in People assessment</i></p> <ul style="list-style-type: none"><li>• Achieved Gold status whole Council IIP assessment. Directorate feed back reports provided to DMTs and corporate report identifying future development plans presented to CMT.</li></ul> <p><i>Workforce Planning</i></p> <ul style="list-style-type: none"><li>• Mini-audit of workforce elements of Service Plans completed and feed back to DMTs provided. Further audit in progress to check progress against plans.</li><li>• Work commenced in sub-region (Rotherham lead) to agree shared workforce indicators in preparation for Use of Resources KLOE 3.3.</li><li>• Further training being designed to support next round of service and workforce planning.</li></ul> <p><i>Communications</i></p> <ul style="list-style-type: none"><li>• An audit of internal communications has commenced to identify any blockages in communication.</li><li>• Formal union consultation continuing via Joint Consultative Committee and through directorate and HR-led forums.</li></ul> <p><i>HR Policies</i></p> <ul style="list-style-type: none"><li>• Intranet site refreshed and policy updating programme commenced, including briefings re, WorkSmart, e-communications, flexible working options etc.</li></ul>	<p>decline 2009.</p> <p>Gold Status 2009 (target was silver). One of only 4 Councils to achieve this for whole Council</p> <p>Pilot feed back from KPMG indicates need to clarify outcomes from workforce initiatives, particularly within Directorates. Similar feed back from inspections in NAS, CYPS.</p> <p>The Employee Survey results 2008 show a decline in some aspects of communication, e.g. team meetings, consultation, unit and team communications, corporate goals.</p> <p>The Employee Survey 2008 continues to show a high level of neutral scoring re. perception of HR policies. 55% satisfied with total benefits package. 68% consider Council as good employer.</p>
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<p>Theme: <b>Developing Leadership</b></p>	<p>RAG status: <b>Amber</b></p>
<p>a. Progress and Achievements in line with targets:</p> <p><i>Senior Management</i></p> <ul style="list-style-type: none"> <li>• Unite articles focusing on Directors to raise profile.</li> <li>• Back to the floor/walk the floor guidance drafted.</li> <li>• CMT away day taken place and follow up activity identified.</li> </ul> <p><i>Elected Members</i></p> <ul style="list-style-type: none"> <li>• Elected Members continue to be involved in the Leadership academy – Graduate school (1), Summer School (1), Fast Track (1).</li> <li>• Meetings have taken place involving the 4 local authorities, SY Fire and Rescue and SY Joint Secretariat to look at putting a RIEP proposal together, including Chartermark Plus achievement.</li> <li>• The Member Development Programme continues to be overseen by the Members Development Panel and so far this year has included: emergency planning, business continuity and flu pandemic, disciplinary appeals, safeguarding adults, changes to constitution (all internal delivery). Further modules are scheduled for Community Cohesion (external delivery), licensing, media management (external and internal delivery).</li> <li>• The induction package for Members is being refreshed and will include E-government.</li> <li>• ICT training continues to be provided for Elected Members.</li> </ul> <p><i>Diversity/Succession Planning</i></p> <ul style="list-style-type: none"> <li>• Sub-regional BME managers development programme continuing (3 officers on this pilot programme).</li> <li>• Equalities Framework peer assessment completed.</li> <li>• Buddies mentoring scheme promoted to Worker Representative Groups.</li> </ul> <p><i>Culture</i></p> <ul style="list-style-type: none"> <li>• Exchange employee involvement initiatives continuing. Reach-In panel refreshed.</li> <li>• HEART awards and publicity continuing.</li> <li>• Arrangements in place for celebration of HEART, Vision theme, Employee Suggestion Scheme, long</li> </ul>	<p>b. Outcomes/return on investment:</p> <p>The Employee Survey 2008 indicates perception of senior management as remaining an area for improvement (HR62 39%, HR63 39%). IIP assessment highlighted employee concerns re. senior management in managing change.</p> <p>Chartermark status previously achieved.</p> <p>Top 5% women currently 49.32%, which is above target (49%).          Top 5% BME currently 1.2% which is below target (2%).          Top 5% disabled is 4.07%, which is just below target (4.5%).          Excellent rating in Equalities Framework.</p> <p>Employee Survey results indicate a reduction in perception re. feed back/action on ideas (HR56 35% &amp; HR64 38%).          New starter engagement stands at 85%</p>

<p>service and learning achievements in February 2010.</p> <ul style="list-style-type: none"> <li>• Dignity at Work Policy being monitored by HRP and further First Contact Officers trained.</li> </ul>	<p>and general engagement at 69%, both of which are high.          Reported cases of bullying and harassment stand at 0.5 per 1000 employees compared to 4 per 1000 in other organisations.          Employee perception of equalities measures (65% positive) and respect (64% positive) remains an area for improvement (it is a key driver of employee engagement).</p>
<p>Theme: <b>Developing Skills &amp; Capacity of the Workforce</b></p>	
<p>a. Progress and Achievements in line with targets:</p> <p><i>Manager Capacity</i></p> <ul style="list-style-type: none"> <li>• The management development programme continues. So far: 295 managers have participated in the Effective Management (CMI 3) programme; 133 in elements of Management into Leadership; 508 in hot topic sessions; 47 in short master classes and 17 in the Level 5 managing projects.</li> <li>• Review of management development programme completed and report pending CMT.</li> <li>• Further e-learning modules have been developed – WorkSmart, anti-money laundering. Recruitment &amp; selection refresher currently being updated.</li> <li>• Leading Change development centres continue – 6 centres so far with average 45 attending each session.</li> <li>• A buddying scheme has been launched, with training to support mentors and mentees.</li> <li>• IOSH Managing Safely training continues with priority initially for high risk work areas.</li> </ul> <p><i>Performance and Development Reviews</i></p> <ul style="list-style-type: none"> <li>• Recording of completion of PDRs has commenced through Yourself.</li> <li>• Audit of PDR practice and files has commenced, with CYPS audit, to be followed by rest of Council.</li> </ul> <p><i>Employee Development</i></p> <ul style="list-style-type: none"> <li>• Equalities training continuing in Directorates and further manager training sessions. ICT training bite size and qualifications programme continuing (55 so far this year attending bitesize and 45 on qualifications).</li> </ul>	<p>b. Outcomes/return on investment:</p> <p>IIP assessment indicated good level of manager awareness of their role. Also indicating manager practice improved. Employee Survey results continue to show an upward trend in terms of managers providing support to employees for performance and development.</p> <p><b>% PDR completion indicated by the employee survey stands at 76%.</b></p> <p>Excellent against Equalities Framework</p>

## Appendix 1

<ul style="list-style-type: none"> <li>• Directions (generic employee development) – 159 have attended so far, of which 92 was on HRP delivered courses. 107 have attended the free short HRP policy sessions (including the RMS).</li> <li>• WorkSmart and Customer First e-learning modules launched.</li> <li>• New job and person profile templates and library launched and shared regionally. Draft Skills Framework developed and under consultation locally and regionally.</li> <li>• Qualifications audit and emergency planning skills audit gone live via Yourself and paper version ready for release.</li> <li>• Skills Gain (Skills for life) publicity continues and revised Council assessment launched.</li> </ul> <p><i>Induction</i></p> <ul style="list-style-type: none"> <li>• A revised manager induction framework, linked to the competencies, has been added to the intranet and will be launched when new starter trigger activated.</li> </ul>	<p>Employee perception of support being provided for learning and development is generally good, although perception of equality of access (improved 8% points to 58% positive) is still an area for improvement, as a key driver of engagement.</p> <p>IIP assessment indicated broad methods of learning being used.</p> <p>Average 451 e-learning users per month.</p>
<p>Theme: <b>Resourcing</b></p>	<p>RAG status: <b>Green</b></p>
<p>a. Progress and Achievements in line with targets:</p> <p><i>Recruitment</i></p> <ul style="list-style-type: none"> <li>• A review of agency use (cross-cutting efficiency review) is in progress with revised practices to be introduced shortly.</li> <li>• The recruitment management system (RMS) has been adapted to facilitate internal-only advertising of vacancies.</li> </ul> <p><i>Equalities &amp; Diversity</i></p> <ul style="list-style-type: none"> <li>• Access all Areas learning disability placement programme has 41 placements and 4 resultant substantive appointments.</li> <li>• Exchange Worker Representative Groups continue to meet and an open event was held in October to publicise activity. Group feed back built into WorkSmart project.</li> <li>• Annual Equalities data published.</li> <li>• Black history month celebrated with case studies in Unite.</li> </ul> <p><i>Young People</i></p> <ul style="list-style-type: none"> <li>• Working for the Council continues to be promoted by officers attending school careers fairs.</li> </ul>	<p>b. Outcomes/return on investment:</p> <p>Turnover remains low at 11.5%</p> <p>96% of applicants now on-line.</p> <p>Currently just below target for the proportion of BME employees in the workforce (3.2%, target 3.4%) and on target for employees with a disability (3.66%). Equalities Standard level 5.</p> <p>Age profile indicates a continued need to attract young people into the workforce.</p>

Appendix 1

<ul style="list-style-type: none"> <li>• A further 7 placements for young apprentices have been secured.</li> </ul> <p><i>Older People</i></p> <ul style="list-style-type: none"> <li>• Flexible retirements and requests to work beyond 65 continue to be supported.</li> </ul> <p><i>Exit process</i></p> <ul style="list-style-type: none"> <li>• The exit survey has been updated to reflect the employee engagement measures.</li> </ul> <p><i>Data recording</i></p> <p>Further updates have been released to Yourself including contract variations wizard, booking of Directions training, recording of qualifications, monitoring of swine flu and collection of emergency planning skills.</p>	<p>Currently young people make up 5.9% of the workforce compared to a local government average of 7%.</p> <p>Average visits to Yourself so far for 2009, is 427 per day. 1601 qualifications entered since launch (to Nov). 2,459 emergency skills.</p>
<p>Theme: <b>Pay &amp; Rewards</b></p>	<p>RAG status: <b>Amber</b></p>
<p>a. Progress and Achievements in line with targets:</p> <p><i>Pay</i></p> <ul style="list-style-type: none"> <li>• Negotiations with solicitors have continued in relation to pay claims settlement and unions with respect to outstanding claims.</li> <li>• Negotiations have commenced with respect to pay protection.</li> </ul> <p><i>Reward</i></p> <ul style="list-style-type: none"> <li>• Pensions discretions have been confirmed.</li> <li>• Additional voluntary contributions promotion/awareness events taken place.</li> <li>• Data transfer to South Yorkshire Pensions via interface completed.</li> </ul>	<p>b. Outcomes/return on investment</p> <p>Recognised nationally for progress in implementing new pay scheme. Employee survey indicates 39% of employees consider their pay is fair, which compares favourably with other similar large public sector employers. 55% satisfied with total benefits package. Pensions data transfer recognised as best performance in sub-region.</p>

**Workforce Strategy Consultation**

**Appendix 1**

**Council Leaders and Members leading on workforce matters:**

***Are you confident that:***

- your workforce has the skills, attitudes and commitment needed to deliver your vision (including retaining the people needed for future success, in any reorganisation or downsizing)?
- your council is maximising its productivity by getting the best out of its workforce?
- your council has the organisational culture and behaviours needed to deliver your strategic ambitions?
- your council has a positive image as an employer locally?
- your council is effectively managing its pay bill?
- with your partners, you are investing sufficiently to develop the next generation of political and managerial leaders and the next generation of skilled and motivated front line staff?
- you are taking effective action with your partners and outsourced providers to address shared workforce issues?
- you are helping to address any local unemployment by offering apprenticeships, work placements and so on?
- your workforce reflects the diversity of your community at all levels?



<b>ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS</b>
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<b>1.</b>	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
<b>2.</b>	<b>Date:</b>	<b>11 January 2010</b>
<b>3.</b>	<b>Title:</b>	<b>Employee Involvement Programme (Exchange) Mid Year Update Report</b>
<b>4.</b>	<b>Directorate:</b>	<b>Chief Executive's</b>

### 5. Summary

During 2009 a number of 'Exchange' employee involvement activities have taken place. This report provides an update on Reach-In, focus groups, the employee suggestion scheme, back to the floor, worker representative group achievements, the new joiner's survey and the leaver's survey. The employee opinion survey is covered in a separate report.

### 6. Recommendations

#### Reach-In, focus groups and worker representative groups

- Cabinet Member to note that CMT have been asked to encourage their own Directorate Management Teams (DMTs) to submit topics for consultation.
- Cabinet Member is asked to continue to support the actions arising from these initiatives.

#### Employee suggestion scheme

- Cabinet Member is asked to note that CMT are responsible for ensuring that outstanding suggestions are implemented during 2009/10 or included in service plans for 2010/2011.

#### Back to the floor

- Cabinet Member is asked to note that CMT are asked to commit time to Back to the Floor activities and produce publicity/photo relating to this.
- Cabinet Member to note that CMT are asked to ensure their Directors participate in Back the Floor or Walking the Floor activity.

## 7. Proposals and details

This report provides an update on the range of employee involvement initiatives that have been carried out under the Exchange programme in the last six months (April – September 2009).

### 7.1 Reach-In

The Reach-In programme allows for consultation across the Council on a number of key issues. Surveys are issued twice a year to a panel of approximately 400 employees. Panel members are representative of the workforce in terms of ethnicity, gender, age, disability and salary band. The panel was refreshed during 2009.

In this period one survey (Reach In 8) has been conducted. The response rate for the survey was 46%.

Reach-In 8 included questions relating to internal communications. The results highlighted that:

- 52% of respondents know who their communications directorate lead officer is.

### Unite

- Almost 60% of respondents don't know how to submit an article to UNITE.
- There is mixed opinion as to whether news from the directorates is covered in UNITE the overall response is that 57% agree. However, by directorate the positive response drops significantly in Finance, CYPS and RBT.
- The online version of Unite would benefit from being more reader friendly, set as a webpage rather than a PDF document.
- When asked if respondents would like to see a letters or feedback page included, only 2% disagreed with the remainder agreeing (52%) or choosing to "neither agree or disagree" (46%).
- It was suggested regular energy efficiency reminders are included.
- It was suggested that there is a better alert system when a new edition is published.

### Briefings

- A high neutral response was received when asked about the amount of briefings received.

Comments included:

- A lot of briefings are too general
- They all have something interesting in them but having time to plough through them to find the relevance is not always easy
- Briefings need to identify who needs to read them, which roles would benefit / or for those whom it's essential to know
- Consolidate into one briefing a month, unless the information is particularly urgent
- It would be useful to have a regular monthly WorkSmart briefing.

As a result the following action has been taken:

- A briefing has been issued to reacquaint managers with the briefing protocols and encouraging them to target their briefings accordingly. It also included details about ensuring the briefings are written in plain language and submitted in a timely fashion.
- The Unite production team have attempted to encourage more reader feedback with limited success. There was a very poor response to "Ask the Strategic Director" feature. The next edition will include an article to try and encourage a letters/feedback page.
- To inform employees that a new edition of Unite has been published, the communications team include a notice on the unofficial pinboard and within directorate weekly briefings. In addition the team have recently started including an item on the main intranet homepage to raise the profile.
- The Communications team has investigated producing an online version of Unite as opposed to the PDF version. There is a significant cost implication to this and funding would need to be found. The team will continue to offer hard copy versions while there are frontline staff without PC access.
- The Communications team is working with RBT to identify a specific person to provide RBT content for Unite, as this has previously been inconsistent. The team is also working with Finance to look at including more content from the directorate, although by its nature the directorate is less "newsy" than NAS, EDS etc.
- A communication audit is currently underway, with the results due in December 2009.

Reach-In 8 also asked questions relating to the **WorkSmart project**. There were a large number of respondents answering the questions neutrally. This indicates that awareness and understanding of WorkSmart was limited.

As a result following actions have been taken or are in progress:

- Developed a range of case studies so employees can identify on a personal level with what WorkSmart means to them.
- Developed a monthly CMT / Member briefing paper on WorkSmart.
- Developed a monthly team briefing document on WorkSmart.
- Held three WorkSmart open days during June 2009.
- The team are looking at setting up a 'showcase area' to demonstrate the look and feel of flexible working.
- Developed and rolled-out the WorkSmart e-learning package.

The results have been issued to the relevant officers for action planning, full reports can be found on the Reach-In intranet page.

### **7.2 Focus groups**

Focus groups are held following the results of Reach-In surveys or as and when required in accordance with current consultation reviews.

Two rounds of focus groups were held during this period.

The first round of focus groups looked at **navigating the intranet**. Feedback was given on the sections relating to the Directions learning and development, communications, HEART and the Exchange pages. To date, approximately 90% of the changes agreed have been made or are in the process of being made to the Directions, HEART and Exchange Pages.

The actions agreed for the communications sections of the intranet are still to be completed as work on migrating the content to the new website has taken priority. It is anticipated that this work will commence in December 2009.

The second set of focus groups focussed on **the new skills frameworks currently under development**. As a result of the feedback, a number of changes have been made to the frameworks. These changes include:

- Aligning the format and terminology of the frameworks with the job/person profiles.
- Developing a reference guide for managers
- Reduced the 10 employee behavioural competencies into 5 overarching headings.

### **7.3 Worker representative groups**

The groups allow employees from a variety of backgrounds to discuss and consult on work related issues. The worker representative groups that continue to be active are: Disabled Workers Group, Black Minority Ethnic Group and Women's Issues Network.

**Appendix 1** highlights group achievements from each of the Worker Representative Groups.

### **7.4 Employee suggestion scheme**

To date this financial year, April to August, the employee suggestion scheme has received 125 suggestions, of which 75 were valid (i.e. not previously received before, or part of the employee's remit). Fifteen of these suggestions were recommended by the Panel for implementation.

Progress has been made with the number of outstanding suggestions for implementation with 27 suggestions being cleared since the last report to CMT. Of these 21 were implemented, and 6 were unable to be implemented following further investigation and Panel approval. There are still 37 suggestions outstanding.

**Appendix 2** indicates the number and progress of suggestions requiring implementation across all Directorates as at 31 August 2009.

The full breakdown including details of the suggestions has been forwarded to directorate co-ordinators.

### **7.5 New joiner survey**

The new joiner survey continues to track new employees' engagement and satisfaction with the Council as an employer and includes questions on the

recruitment process, their general induction, welcome and support received, performance and development and perceptions of Rotherham Council. The current engagement index (for 2008/09) is 84%. The index tracks employee's intention to stay with the Council's employment is an ambassador for the council and the work it does and to strive to go the extra mile.

The key findings from the survey will again be provided to directorates in their variance charts in November 2009 for inclusion in service plans.

The funding for the external contractor (ORC) to conduct the New Joiners Survey ended in September 2009. As from October 2009 the running of the survey will come in-house and corporate findings will be reported every six months. A directorate based report will be produced at year end.

### **7.6 Leaver survey**

Following a review of the 'exit survey', which is currently sent by post to everyone leaving the Council's employment, it was felt necessary to refresh the process and the questionnaire. The following progress has been made with the revised survey:

The questionnaire has been aligned with the new joiner survey and the employee opinion survey so that engagement and satisfaction can be tracked throughout the 'life' of the employee. The new questionnaire is now in use.

RBT are currently investigating the feasibility of providing electronic surveys to those who are e-enabled, prior to them leaving the Council.

### **8. Finance**

During 2008/09 CMT agreed to fund the Exchange initiative using a corporate budget of £5393. The current projections indicate that the budget is sufficient to cover activities for 2009/10.

### **9. Risks and Uncertainties**

Employee involvement is a key driver of employee engagement. Engaged employees are more likely to remain in employment at the Council (reducing turnover costs and improving effectiveness), be ambassadors for the Council and strive to go the extra mile in their work. Involvement of employees is crucial to our efficiencies agenda and transformation of services.

Employee engagement and satisfaction can also impact on Comprehensive Area Assessments, Investors in People and the Customer Excellence Standard.

### **10. Policy and Performance Agenda implications:**

This work supports all of the priority and cross-cutting themes outlined in the Corporate Plan, but in particular "Achieving" (leadership within the organisation)

**11. Background Papers and Consultation**

Appendix 1 - Worker Representative Groups Achievements

Appendix 2 - Employee Suggestion Scheme: Summary of outstanding suggestions requiring implementation

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## **Representative Worker Group Activity**

### **Women's' Issues Network (WIN)**

- Created a 'Hints for a Successful Return' leaflet with tips for both managers and employees who return to work following a long term absence which may be due to maternity, sickness, secondment or career break. Also recommended changes to sickness absence procedures.
- Helped to organise and run Rotherham's 2<sup>nd</sup> Annual Women's' Equality Conference at the Unity Centre as our International Women's' day event which 60 women from various communities in Rotherham and RMBC attended.
- Invited a speaker from the UK resource Centre for Science, Engineering and Technology (SET) to conduct a workshop on removing Barriers to Achieving Potential and for the female electricians from 2010 to demonstrate wiring techniques as part of our objective to encourage women into non-traditional roles.
- Steering Group members took part in three planning consultation exercises facilitated by a Women's' Planning Champion who is also a Steering Group member, one regarding the new civic building, one about Orgreave and the other regarding the Local development Framework.
- Continued to improve and develop the WIN intranet pages
- 365 members on the network database.
- WIN continues to be represented at the Rotherham Women's Strategy Steering Group and related subgroups, the Employer Suggestion Scheme Panel, WorkSmart Trade Union and Worker Reps Group and Equality Champions Group.

### **Disabled Workers Group (DWG)**

- The Group Action Plan for 2009-2011 has been agreed.
- Developed new Terms of Reference for the group, which will change the way the group works from 2009. The group will be coordinated by a Steering Group who will develop a database of disabled workers. The people on the database will be invited to an annual meeting to discuss topical issues and will arrange sub-groups to work on specific issues in the Action Plan or for consultation purposes.
- The group are working on their contribution to the Joint Worker Rep Group event being held in October 2009.

- A number of sub groups have been established, some of which are already active e.g. accessible meeting venues.
- Two representatives from the group attend the WorkSmart Stakeholder meetings.
- The group have made contact with a similar group from South Yorkshire Fire and Rescue Service and arrangements made to attend a DWG meeting later in the year.
- Supported the WorkSmart open days in June.

### **The Black and Ethnic Minority (BME) Network**

- Co-selected 4 participants for the BME Leadership Programme and will contribute to the review of the effectiveness of the programme post February 2010.
- Assisted with organisation of the Rotherham Diversity Festival as members of the Festival Steering Group.
- Preparation for Black History Month - developing positive case studies of Network members for publication.
- Refreshed guidance on religious observance during Ramadan for 2009.



**Employee Suggestion Scheme - Outstanding Status****Red:**

No action has been taken or reported back to Strategic Human Resources against this suggestion

No progress has been made over the last six months

Where officers have decided not to implement the suggestion it has been marked as red, and is awaiting being taken back to Panel

**Amber:**

Although not implemented yet, some action has been taken in the last six months to implement the suggestion

Feedback on the status of implementation has been received

**Green:**

The suggestion has been implemented and evidence supplied to confirm this. These will not be shown on the log

Directorate	Red	Amber	Green	
			Implemented	Not Implemented
Chief Executive's Directorate	10	5	9	0
Children and Young People's Service	0	0	1	0
Environment and Development Services	4	9	9	5
Financial Services	0	3	2	0
Neighbourhoods and Adult Services	1	0	0	1
RBT	1	4	0	0
<b>Total</b>	<b>16</b>	<b>21</b>	<b>21</b>	<b>6</b>

Full details of outstanding suggestions will be included in 2009/10 directorate Variance Charts for inclusion in service plans

**ROTHERHAM BOROUGH COUNCIL – REPORT TO MEMBERS**

1.	<b>Meeting:</b>	<b>Cabinet Member for Resources</b>
2.	<b>Date:</b>	<b>11 January 2010</b>
3.	<b>Title:</b>	<b>Employee Opinion Survey Update</b>
4.	<b>Directorate:</b>	<b>Chief Executive's</b>

**5. Summary**

In June 2008 the Council ran the 'Your Voice' employee opinion survey. This report outlines the progress made against the corporate actions agreed and provides a summary of the activity in Directorates in relation to the survey results.

**6. Recommendations**

- **Cabinet Member is asked to note that CMT have been informed that they must ensure within their directorate, actions are progressed and subsequently communicated to employees**
- **Cabinet Member is asked to note that CMT have been asked to ensure that survey updates are included on the management team agenda.**

## **7. Proposals and Details**

The fifth employee opinion survey was conducted 18 months ago, during the summer of 2008. The results highlighted that the key drivers of engagement (employee's intention to stay at the Council, be an ambassador for the Council and strive to go the extra mile) at Rotherham Council are:

1. Equality, diversity and job security
2. Job satisfaction clarity and development
3. Senior management and valuing of employees
4. Pay and benefits
5. Work-life balance
6. Customer service

The survey results and recommendations for improvements were presented to Corporate Management Team during September 2008. This report provides an update on the progress made against the agreed corporate actions outlined in the previous report and gives a summary of activity within the individual directorates.

### **7.1 'Your Voice' employee opinion survey - Corporate actions**

Outlined below are actions that have been completed, are in progress and those not progressed under the themes. Appendix 1 provides greater detail of all the corporate actions previously agreed by CMT.

#### **7.1.1 Fairness (Equality and Diversity)**

##### **Actions completed**

- Launched Dignity at Work Policy.
- Promoted stress risk assessments.
- Training sessions on change management for managers.
- Exchange focus groups looked at improving perceptions of equalities.

##### **Actions in progress**

- Equalities training for managers and non-managers, 9 more sessions to arrange.
- Updating of Directions intranet site.
- Skills framework project including development of progression route maps.

##### **Actions with no or limited progress**

- Audit of Dignity at Work Policy, although collecting data from HR system.
- Profile raising of Code of Conduct policy. Team briefing planned for December 2009.

#### **7.1.2 Job Security**

##### **Actions completed**

- Change management training introduced with supporting process guide.
- Exchange focus groups review of change management.

### **Actions in progress**

- Skills for Life project. Publicity material produced with Rotherham brand of 'Skills Gain'. Hot Topic training session under development. Detailed implementation plan for next three months established.
- Middle manager development centres – leading change theme, 6 sessions run to date (average 45 managers at each centre).
- Raise with Exchange focus groups perceptions of local government employment & job security (due January 2010).

### **Actions with no or limited progress**

- Leading an Empowered Organisation facilitator training (with NHS Rotherham). This action has been cancelled corporately as it does not meet the Council's requirements; however it is being used in partnership with Health in NAS.
- Policy and Practice session for M4 and M3 managers (corporate responsibility and managing change). Senior leadership will be discussed with the new Chief Executive.
- Targeted Benefit Roadshows. This action has been deferred due to the negative perceptions it may create in the current economic climate.

## **7.1.3 Senior Management**

### **Actions completed**

None.

### **Actions in progress**

- Exchange focus groups to discuss perceptions of senior management at January 2010 sessions.
- Senior Management featured in Unite.
- A manager's guide 'Improving Perceptions of Senior Management' document is currently in draft

### **Actions with no or limited progress**

- Participation in Back to the Floor / Walking the floor sessions.

## **7.1.4 Pay and Benefits**

### **Actions completed**

- Training for managers on performance related incremental progression now incorporated in PDR training.

### **Actions in progress**

- Formal corporate pay review panel established and meeting weekly to assess grading of new posts.

### **Actions with no or limited progress**

- Total reward strategy. Outline developed, however this action has been deferred due to the negative perceptions it may create in the current economic climate.
- Targeted benefits awareness sessions. This action has been deferred due to the negative perceptions it may create in the current economic climate.

### **7.1.5 Work life balance and Health and Safety**

#### **Actions completed**

- Stress training for managers and employees – all funded places completed. (requires additional investment to continue).

#### **Actions in progress**

- WorkSmart project, Roadshows June 2009, CYPS team moved to Maltby and Chief Executives and Finance to Doncaster Gate.

#### **Actions with no or limited progress**

- PDR audit. File review taking place in November 2009, 1:1 sessions in December 2009 and audit report due January 2010.
- PDR completion and outcomes to be recorded on PSe. System available from April 2009, but recent report highlights only 900 records updated across the whole Council. Further analysis to be included in the PDR audit.

### **7.1.6 Customer Service**

#### **Actions completed**

- Re-launched Customer Service 1<sup>st</sup>.
- Customer Service e-learning package launched February 2009. To date, 1513 employees have completed this learning.

#### **Actions in progress**

- Joint Service Centre launch, Maltby opened September 2008, Aston due May 2010 and planning for Rawmarsh underway.
- Customer Clinics for joint service centres.

#### **Actions with no or limited progress**

- None.

### **7.1.7 Communication**

#### **Actions completed**

- None.

#### **Actions in progress**

- Ongoing publicity of the employee suggestion scheme.
- Strategic HR conducting a team briefing / team meeting audit on behalf of the Corporate Communications Team. Corporate communications team to take forward outcomes of audit.

#### **Actions with no or limited progress**

- VIP Awards not running due to lack of available budget. A roll of honour will be included in Unite detailing the next 50 employees to receive recognition for their long service and the learning and development achievements of employees.

## **7.2 Directorate Activity**

This section of the report provides a summary of the progress the Directorates have made. Appendix 2 provides details of the key achievements and outstanding actions by Directorate.

Whilst all directorates appear to have reviewed their survey results, some have been more active in implementing actions than others. In order to gain maximum benefit from the survey it is vital that appropriate action is taken and communicated to employees so they can see the benefit of completing the questionnaire. Survey result activity should be included in workforce plans and performance managed.

### **7.2.1 Financial Services**

Financial Services have developed an action plan to respond to the employee opinion survey results. The plan not only includes the actions the directorate senior management team want to take, but also includes the actions that were previously delegated by CMT for Directorate attention. This plan is performance managed by a Service Director.

### **7.2.2 Children and Young People's Services**

Children and Young People's services have a plan that highlights the actions to be taken in response to the employee opinion survey. The plan is performance managed by the Workforce Development Manager.

### **7.2.3 RBT**

RBT identified five key areas for development and produced an action plan at an M3 event. The actions are contained within a plan are co-ordinated by the Organisational Development Manager.

### **7.2.4 Neighbourhoods and Adult Services**

Neighbourhoods and Adult Services have integrated the actions from the survey into their Customer Service Excellence plan under the culture heading. The plan is performance managed by a Service Development Officer.

### **7.2.5 Environment & Development Services**

Following discussions at DMT, all services were asked to identify the key issues for their department and to explore these with staff via focus groups. Three services undertook the focus groups. In September 2009, the outcomes from the focus groups and other identified actions were pulled together into a plan. The plan is performance managed by the Head of the Business Unit.

### **7.2.6 Chief Executive's Directorate**

There is no separate plan that responds to the employee opinion survey results in the Chief Executive's directorate and limited evidence that actions are included in the service plans (survey results showed there were no actions required for Strategic HR). However the recently revised Workforce Development Panel has taken responsibility for driving forward all workforce issues, including the results of the employee survey. The panel have recently reported to the directorate management team (via their quarterly report) the need to produce a plan with timescales and allocated responsibility included.

## **8.0 Finance**

The funding for the 2008 employee opinion survey was via Directorate re-charges. As part of the procurement process it was agreed that a further survey would be run during 2010 using the same provider (ORC). It has now been agreed that the 2010 survey be deferred until summer 2011 in order to allow greater progress to be made on the actions from the 2008 survey. Directorates are therefore asked to consider this when reviewing their budgets for 2010/11 and 2011/12. The estimated cost of the next survey is £6500 per Directorate (EDS/NAS/CYPS) and £2500 for Chief Executive's, RBT and Finance (due to smaller employee base numbers).

## **9. Risks and Uncertainties**

The 2008 survey identified the key drivers of engagement for our employees. These drivers were used to develop the corporate actions required in order to improve (Appendix 1). If the Council do not implement the agreed actions, and respond to the employee feedback, then the risk is that employees will become less engaged with the organisation. Engaged employees are more likely to remain in employment at the Council (reducing turnover costs and improving effectiveness), be ambassadors for the Council and strive to go the extra mile in their work. There is also evidence that increased employee engagement can lead to improved customer satisfaction/perception. Employee engagement and satisfaction can also impact on Comprehensive Area Assessments and Investors in People.

## **10. Policy and Performance Agenda implications:**

This work supports all of the priority and cross-cutting themes outlined in the Corporate Plan and the 'striving towards excellence' agenda. In particular, during a time when we are looking for efficiencies and transforming services, employee engagement is key.

## **11. Background Papers and Consultation**

Appendix 1 - Areas for Development, progress made against the agreed actions in response to the 2008 employee opinion survey.

Consulted with the following officers:

Ceri Williams, Internal Communications Officer – Chief Executive's

Tracy Holmes, Head of Corporate Communications – Chief Executive's

Mark Gannon, Finance (Customer Services)

Kath Amies, Service Development Officer - NAS

Warren Carratt, Workforce Development Manager- CYPS

Cath Saltis, Head of Scrutiny Service - Chief Executive's Directorate

Colin Earl, Director of Internal Audit and Governance - Finance

Diane Douglas, Head of Business Support - EDS

Angie Cawkwell, - Organisational Development Officer - RBT

**Contact Name:** Emma Kirkwood  
HR Officer (Organisational Development),

Ext: 7423706,

email: emma.kirkwood@rotherham.gov.uk

## Employee Opinion Survey, Areas for Development – update October 2009

Strategic HR (SHR), Legal & Democratic Services (LDS), Chief Executive (CEX), Financial Services (FIN), Environment and Development Services (EDS).

### FAIRNESS

#### Development Area

- Awareness of equal opportunities in practice
- Employees shown and treated with respect (dignity)
- Perception of bullying
- Feeling safe in reporting of malpractice
- Openness regarding access to learning opportunities and progression routes

Lead Service	Action	Update
SHR / CEX	Equalities manager and non-manager training	A number of sessions have run with another 9 sessions to arrange.
SHR	Launch and audit of Dignity at Work policy and process	Launched policy and 1 <sup>st</sup> Contact Officer gap in Finance filled. May 08. Audit not yet planned.
SHR	Promote stress risk assessments	Briefing issued Feb 09. Incorporated into IOSH training
SHR	Management Development Programme – new flexible working and change management modules	Pilot completed. Not taken forward. RBT run a session for managers
SHR	Updating of Directions site	Ongoing
SHR	Skills framework project including development of progression route maps	Focus groups held August 2009. <ul style="list-style-type: none"> <li>• Altered format so that it follows the job/person profiles i.e. Knowledge/Experience/Qualifications, Skills &amp; Abilities and Core Behavioural Competencies.</li> </ul>



		<ul style="list-style-type: none"> <li>• Including a “references” section which will contain links to more detailed documents e.g. the Management Competency Framework, Common Core, National Occupational Standards, Career Grade Progression schemes (e.g. Business Support Unit).</li> <li>• The Guidance for Managers on completion of job profiles developed. More detail about which jobs fall within which job family being produced.</li> <li>• More detailed breakdown of some competencies being developed e.g. IT skills can have three levels e.g. Word: basic, intermediate, advanced etc.</li> <li>• Before the skills frameworks incorporated into the PDR process, checks for clarity, particularly around how to rate against competencies and incorporation of a comments box at relevant points in the form.</li> <li>• Reduced the 10 employee competencies into 5 overarching headings.</li> </ul>
SHR	Skills for life project and business skills development for all employees	Ongoing
SHR	Raise with Exchange focus groups how improve perception of equalities in practice	Completed. Issues arising: <ol style="list-style-type: none"> <li>1. Consistency in team meetings (will be checked during audit).</li> <li>2. Formal procedure for M3 Cascade</li> <li>3. Training for managers on staff recognition / motivation</li> </ol>
SHR	Raise with Exchange focus groups concerns re. reporting of malpractice	Completed. Not to be actioned (Simon Cooper, Strategic HR)
SHR	Profile raising of Code of Conduct	Awaiting SIG May 2010.

## JOB SECURITY

### Development Area

- Consultation through change
- Changing nature of local government employment (not a job for life)
- Middle manager ownership of corporate responsibilities and managing change

Lead Service	Action	Update
SHR	Change management training introduced with supporting process guide	Guide completed Manager training provided by RBT HRP Leeds Met University Masterclass, one session in March 09 – limited demand (12)
SHR	Exchange focus groups review of change management	Completed 2008
SHR	Skills for Life agenda (business skills for the future)	Working on learning agreements with Union Reps.
SHR	Middle manager development centres – leading change theme	5 centres to date. Ongoing up to March 2010, M2 Managers 1 day development centres with up to 50 managers at a time.
SHR	Policy and Practice session for M4 and M3 managers	Not to be actioned (Linda Wilson, Strategic HR).
SHR	Raise with Exchange focus groups perceptions of local government employment & security	Planned for December 2009
SHR	Leading an Empowered Organisation facilitator training (with NHS Rotherham)	Not running (Linda Wilson, Strategic HR)
SHR	Targeted benefits awareness events	Roadshows on hold due to economic climate.

**Senior Management  
Development Area**

- Awareness of senior team roles
- Visibility of senior team

<b>Lead Service</b>	<b>Action</b>	<b>Update</b>
SHR / CEX	Back to the Floor publicity	Karl Battersby and Joyce Thacker undertaking Back to the Floor Andrew Bedford attending team meetings
CEX	Senior Management features in Unite	All completed. Now working on Director level
SHR	Raise with Exchange focus groups their expectation of senior team	Programmed in for December 09 focus groups

**Pay and Benefits  
Development Area**

- Awareness of benefits package
- Awareness and understanding of the pay and grading scheme

<b>Lead Service</b>	<b>Action</b>	<b>Update</b>
SHR	Total reward strategy being developed	On hold due to economic climate.
SHR	Further salary sacrifice schemes being explored (car parking, bus travel)	Car Parking scheme launched 2008. Bus Travel scheme to start 2009. Saving of 33%.
SHR	Formal corporate pay review panel established to assess grading of new posts	Meeting weekly.
SHR	Training for managers on performance related incremental progression in PDR training	Completed.
SHR	Targeted benefits awareness events	Roadshows on hold due to economic climate.

**Work Life Balance and Health and Safety  
Development Area**

- Workload management
- Undertaking of quality PDRs for **all** employees

<b>Lead Service</b>	<b>Action</b>	<b>Update</b>
SHR /EDS/CEX	WorkSmart project	WorkSmart roadshows June 09.  CYPS team moved to Maltby and CEO Doncaster Gate – pilot technology.  Planning granted for new office accommodation – 2012 completion.
SHR	Stress training for managers and employees	Funded places finished. If to continue then needs Directorate funding
SHR	Update Stress Risk Assessments	No update
SHR	Audit of PDRs 2009/10	Planned for December 2009.
SHR / DIR	PDR completion and outcomes to be recorded on PSe	Available from April 09. Report run in July shows only 900 records entered. Further communication planned and will be included in PDR audit.

**Customer Service  
Development Area**

- Commitment to customers
- Quality of customer service

<b>Lead Service</b>	<b>Action</b>	<b>Update</b>
FIN	Self assessment and responses for Customer Excellence Standard (corporate and directorate)	Completed July 2009
FIN	Re-launch of Customer First initiative	Completed November 2008
FIN	Joint Service Centre launch	Ongoing – Maltby opened September 2008, Aston due May 2010 and planning for Rawmarsh underway.
FIN	E learning module being produced to support the above	Launched February 2009.
SHR	Raise with Exchange focus groups elements of customer service they feel can improve	Planned for December 2009.
FIN	Customer clinics for newly established joint service centres	Ongoing.

**Communication  
Development Area**

- How to make a suggestion and provision of feedback at Directorate level
- Team meeting regularity
- Cross-service and team communications
- Corporate communication regarding Council activity

<b>Lead Service</b>	<b>Action</b>	<b>Update</b>
SHR	Publicity planned for Corporate Suggestion Scheme	Intranet updated monthly. Articles for Unite produced every 8 weeks. Every month (from Oct 09) article circulated for use in Directorate newsletters re: suggestions implemented.
SHR	VIP Awards	VIP awards not running due to budget restraints. Planned to acknowledge individuals in a special Unite supplement.
CEX	Review of ComMenT	Report to CMT during 2010
CEX	Team / Manager briefings	Continue to be issued
CEX	CMT to share good practice on management of suggestions within directorates	No update
CEX	Review of Team Meetings agenda	Strategic HR to conduct audit October / November 2009 and report finding to Communications Team.
CEX	Audit of manager and team briefings	Strategic HR to conduct audit October / November 2009 and report finding to Communications Team.
CEX	New section in Unite (ComMenT corner)	Report to CMT during 2010

## Key achievements and outstanding actions by directorate

### Financial Services

#### Key achievements

- Established monthly directorate staff focus groups. These groups have discussed engagement, leadership and management. Further areas for discussion are communication, welfare at work and the effectiveness of the Council in dealing with conduct and diversity. Feedback from the group is passed to the Director of Internal Audit and Governance for inclusion in the employee opinion survey action plan.
- The Strategic Director has scheduled attendance at the team meetings across the directorate.
- Directorate newsletter produced every 6-8 weeks.
- 95% of PDRs in the directorate were completed as at June 2009.
- Arrangements put in place for ensuring managers are holding PDRs, 1:1 meetings and team meetings.
- Staff suggestion box implemented 1<sup>st</sup> October 2009.
- Made improvements to the local induction process including a 'buddy' system for all new employees.

#### Outstanding actions include:

- All divisions to hold 'ideas for improving' sessions every six months. The first session held in Internal Audit and Governance and other departments to follow.

### Children and Young People's Services

#### Key achievements

- All teams have held an away day / time out session.
- The work of other teams has been included in the weekly directorate newsletter. Feedback from the directorate states "examples of the work of other teams has been minimal, though this has been reviewed and a new process is being put in place. We do share the work of those teams recognised at the annual CYPS awards".
- Held an annual awards ceremony. The ceremony next year will also include recognition of academic achievement as well as those in receipt of employee/team of the month awards over the last year and those nominated for one of the 5 ECM awards.
- Strategic Director and Councillor Wright hold monthly open door sessions for employees to raise new ideas / suggestions or ask questions.
- Directors have attended at least one team meeting for each of the teams in their department.



- Team members are encouraged to put items on team meeting agendas.
- There are now two mail outs per week for those who do not have access to email / intranet.
- Revised the remit of the Workforce Development Panel to include all workforce issues and not just learning and development.
- Quarterly extended leadership themed events for managers.

**Outstanding actions include:**

- Focussed discussion groups to discuss leadership and how it can be improved.
- Development of a shadowing scheme.
- Sharing of the action plan with employees to demonstrate action is taken as a result of their feedback.
- Ensuring PDRs and 1:1 sessions are more routine and auditing PDR / supervision records.

**RBT**

**Key achievements**

- Implemented a change process called 'transition into service' for all change initiatives.
- Held six 'round the table' sessions where employees could ask questions of the Chief Executive of RBT and the Chief Operating Officer. Approx 12 employees attended each session.
- Held quarterly senior manager events to help cascade information within RBT.

**Outstanding actions include:**

- Development of virtual communities of learning for topics such as project management and change management.

**Neighbourhoods and Adult Services**

**Key achievements**

- All managers in the directorate have been advised to undertake a management qualification such as the CMI or Diploma offered by the Council. 8% of managers attended in 08/09 and 2.6% of managers attended in 09/10.
- Directors acting as 'coaches' to managers to help them develop their skills.
- HR policies such as the Code of Conduct have been re-enforced at team meetings.
- In October, launched a section on the directorate's intranet site called Burning Issues where news is posted and employees can anonymously ask questions.
- HR attends the departmental management team to give an update on HR performance indicators.

- All employees invited to attend service planning sessions.
- Re-launched the NAS induction sessions.
- Produced a manager guide for NAS which includes what is expected of a NAS manager, the manager competencies and mandatory training.
- Six monthly reports to Directors on PDR completion.
- Launched a NAS quality assurance framework looking at survey, liP and PDR issues with the exemption reports fed back to DMT quarterly.

**Outstanding actions include:**

- Developing the directorate newsletter to include a section for each department. This is currently under consultation.
- Implementing WorkSmart within the team centre teams.
- Undertaking an assessment of PDRs.

**Environment and Development Services**

**Key achievements**

- Launched a new weekly briefing document for all EDS employees.
- Held mini year ahead sessions for some services where departments delivered updates on achievements and plans for the future.
- Culture and Leisure have undertaken a study of the levels of leave used to attend training sessions. Also ensured all employees are aware of the Counselling Service.
- The Business Unit have updated and communicated the Career Grade Scheme in relation to the skills assessment.
- Planning and Regeneration have identified opportunities for flexible working / compressed hours, ensured 100% of PDRs for 2009 are completed and adapted the standard team meeting agenda format to suit individual teams.

**Outstanding actions include:**

- Updating employees on the outcomes of focus groups / action plans.
- Ensuring that all questions raised at team meetings receive an appropriate response.
- Development of an EDS Staff Charter.
- Building key actions into departmental and workforce plans (partially achieved but needs strengthening for 10/11).

**Chief Executive's Office**

**Key achievements (identified by the Workforce Development Panel quarterly report)**

- The remit of the workforce development panel has widened to include all workforce issues and not just learning and development
- The panel have signed off almost 87% of the learning and development budget for 2009/10. There was a range of learning and development needs identified via the PDR process including manager skills.

- All employees from the directorate have been brought together at Doncaster Gate. It is anticipated that this will improve communication and allow for teams to work together better.
- A Staff User Group has been set up to discuss problems/issues arising from the move and new ways of working flexibly i.e. home working.
- Training in Legal has been focused on future manager skills and career progression

**Outstanding actions include:**

- Inclusion of employee opinion survey actions in service/team plans

**CUSTOMER ACCESS GROUP**  
**Monday, 23rd November, 2009**

**Present:-**

Councillor Wyatt	<b>In the Chair</b>
Richard Garrad	Environment and Development Services
Emma Hill	Environment and Development Services
Asim Munir	Chief Executive
Rachel O'Neil	Customer Access Client Manager
Dawn Price	Chief Executive
Jasmine Speight	Neighbourhoods and Adult Services
Mark Spittles	2010

Apologies for absence were received from Zoe Burke and Mark Leese.

**45. MINUTES OF MEETING HELD ON 21ST SEPTEMBER, 2009**

Agreed:- That the minutes of the previous meeting held on 21<sup>st</sup> September, 2009, be approved as a correct record.

Arising from Minute No. 42 (Avoidable Contact), it was reported that no progress had taken place so far.

**46. CUSTOMER ACCESS STRATEGY IMPLEMENTATION PLAN - UPDATE**

Rachel O'Neil circulated a copy of the Implementation Plan which showed progress against each of the Strategic Objectives. The following points were as follows:-

**Strategic Objective 1: Improving the Customer Experience****1.5 Joint Customer Centres**

The site and additional funding required for the Rawmarsh Centre had now been agreed. EDS and the PCT were currently working with Rachel on the site design.

It was hoped to implement Pay Point facilities at the Aston and Rawmarsh Centres which had caused some concern with members of staff. There would be a cashier's booth at Aston.

**1.11 Customer Facing Contacts**

On closer inspection, the target of 80% was not resolved at the first point of contact.

**Strategic Objective 2: Refocusing our Priorities****2.1 Channel Shift**

No change from the previous report. The aim was to soft launch the website in December with active promotion in January/February, 2010.

Several Change Requests had been submitted to RBT to enable transactions to be carried out on line but the value of those requests was very substantial. A meeting was scheduled with RBT to discuss the commercials of this proposal.

- 2.3 Extend range of services delivered by outreach workers such as Social Workers  
Work not yet commenced.

It was hoped that the Group would start to drive forward some of the content around CRM and customer insight. An emerging theme around customer insight was that each Directorate was very strong at looking at their own overall points of information but there was nothing to pull it together.

It was suggested that the Group should look at what each Directorate did, particularly the different systems in use, and ascertain if there was a mechanism to give a holistic view.

Discussion ensued on e-mail and they could be used/captured? At the moment it was not used as a method of communication with customers and there was no protocol for such. Currently there was a number of systems that collated e-mail addresses but no central collation point. There was an opportunity to use Seibel to collect the information thus having 1 system allowing all Directorates to view customers' contacts.

Agreed:- (1) That the report be noted.

(2) That the appropriate Ward Members be fully briefed on the situation with regard to Aston and Rawmarsh Service Centres.

(3) That discussion take place on the systems used by each Directorate to collect customer insight.

#### **47. CUSTOMER CHARTER BENCHMARKING**

Further to Minute No. 41 of the meeting held on 21<sup>st</sup> September, 2009, Rachel O'Neil circulated a table that she had compiled from information obtained from other Metropolitan Authorities in an attempt to benchmark were possible. These highlighted:-

- Rotherham appeared to be average when compared with other authorities
- Few Councils published their statistics for e-mail acknowledgement and written acknowledgement
- Rotherham was the only Council to record the % of face to face contact

A meeting had taken place between Rachel, Richard Garrad and Emma

Hill with regard to standardising some of the definitions. Agreement had been reached that the existing Customer Charter was in need of refreshing and, as a result, a draft Charter was circulated for consideration.

Agreed:- (1) That the report be noted.

(2) That members of the Group consider the draft Charter and forward any comments thereon to Rachel O'Neil.

(3) That each member of the Group look at the respective areas of their Directorate to ascertain if there were individual special standards.

#### **48. CUSTOMER SERVICE EXCELLENCE**

Rachel O'Neil reported that Customer Services Excellence outcome report had not been received as yet. However, a meeting with Nick Page and a representative from EQMC had revealed good news.

The report would be recommending that the Authority was compliant but with 4 partial Corporate compliances around Customer Insight, Delivery of Service Standards and the Website.

It was recognised that there was good practice across the Council but could do more around customer satisfaction. 1 of the recommendations was that the Authority should consistently be asking the customer what the key drivers were for customer satisfaction.

The report also talked about the 3 options for ongoing accreditation and how to maintain it.

Agreed:- (1) That the report be noted.

(2) That the report be included on the next agenda of this Group.

(3) That a report on the 3 options, and associated costs, for ongoing accreditation be submitted to the next meeting.

#### **49. ANY OTHER BUSINESS**

Customer Care Training

Richard Garrad asked what other Directorates did with regard to the above and how often it was refreshed?

Jasmine Speight reported that she was currently in the process of refreshing Neighbourhood and Adult Services hopefully with a January, 2010 launch. A DVD had been compiled showing the Service Standards with members of staff acting out several scenarios.

Agreed:- That the DVD be shown at the next meeting.

**50. DATE OF NEXT MEETING**

Agreed:- That a further meeting be held on Monday, 18<sup>th</sup> January, 2009, commencing at 1.00 p.m. to be held in Bailey House.

## FINANCIAL SERVICES

### E-Government Board

#### Minutes of the Meeting

<b>Date</b>	Monday 2 <sup>nd</sup> November 2009
<b>Time</b>	10.30am
<b>Venue</b>	Conference Room, Moorgate Crofts
<b>Chair</b>	Councillor Ken Wyatt (KW)
<b>Minute Taker</b>	Angela Kemp (AK)

<b>Attendees</b>	<b>Initials</b>	<b>Directorate</b>
Jon Ashton	JA	Financial Services
Richard Copley	RC	Financial Services
Jayne Dickson	JD	RBT
Richard Douthwaite	DR	Financial Services
Jane Evans	JE	EDS
Mark Gannon	MG	Financial Services
Steve Houghton-Burnett	SHB	RBT
Shaun Johnson	SJ	RBT
Tracey Parkin	TP	Strategic HR
Sue Wilson	SW	CYPS

<b>Apologies</b>	<b>Initials</b>	<b>Directorate</b>
Andrew Bedford	AAB	Financial Services
Sarah Corbett	SC	Legal Services
Paul Harris	PH	EDS
Frank Hodgkiss	FH	Councillor

<b>No.</b>	<b>Item</b>	<b>Action</b>
1.	<p><b><u>Apologies for Absence</u></b></p> <p>Apologies were noted as above.</p>	
2.	<p><b><u>Minutes of the Previous Meeting held on 3<sup>rd</sup> September 2009</u></b></p> <p>The minutes of the previous meeting were agreed as a true and accurate record.</p>	
3.	<p><b><u>Matters Arising</u></b></p> <p><u>VOIP Issues</u> It was noted that hunt groups and multiple call ringing (MCR) functions have been activated within teams where appropriate which has resulted in fewer calls tripping through to voicemail.</p> <p><u>Website</u> It was noted that the anticipated 'go live' date of 11<sup>th</sup> November may slip slightly. Most content has now been migrated although there are still some NAS issues to resolve. Rigorous testing will be carried out prior to the go live date. This will be a 'soft launch' followed by a more concentrated take up campaign starting in the new year.</p>	



No.	Item	Action
	<p><u>Consultancy Days</u> MG gave an update.</p> <p><u>Demonstrator Funding Application</u> JD advised that an application for funding had been submitted but was unfortunately unsuccessful.</p>	
4.	<p><b><u>Contract for Siebel – Town Centre Management Team</u></b></p> <p>MG introduced a report which identified a need for a customer relationship management (CRM) system to manage and monitor customer enquiries, investor account management and marketing databases for the Town Centre Management Team. Two CRM systems were considered in terms of their functionality and reliability together with associated costs. RMBC's Siebel CRM system was selected as the preferred system which closely matched the requirements and offers best value for money of the two options considered.</p> <p>It was noted that the annual revenue costs to licence and support Siebel would be £1,548.16 pa and will be funded via existing budgets. The set up costs were noted as £8,862.40 and ICT capital investment is requested to fund this.</p> <p>The e-government board endorsed the recommendation to adopt Siebel and approved the request to release funding from the ICT capital budget to fund the initial purchase and set up costs.</p>	
5.	<p><b><u>e-Government Awards</u></b></p> <p>It was noted that the Safeguarding e-learning module had been put forward for the e-government awards. Short listing is currently taking place and finalists for the awards are expected to be announced this week.</p> <p>The e-government board welcomed the submission and requested JD to keep the board informed of the outcome.</p>	JD
6.	<p><b><u>E-Learning Usage Stats</u></b></p> <p>TP introduced a report containing e-learning usage statistics across the Council. The slides circulated provided an overview on how many staff were accessing e-learning within Directorates. It was acknowledged that there is still a lot of work to be done to improve e-learning usage. The very low take up by RBT staff was noted and discussed.</p> <p>KW requested a breakdown of completion stats against the mandatory courses. TP to progress.</p> <p>KW also asked that this issue be placed on the next RBT Governance Group agenda in light of the poor performance of RBT in this area. MG agreed to co-ordinate with Committee Services.</p> <p>TP reported that further work will be carried out with Learning and</p>	TP  MG

No.	Item	Action
	<p>Development Co-ordinators and Workforce Development Panel Members to champion e-learning. PDRs will also be scrutinised as part of the annual PDR audit to check that mandatory courses are being included in development plan targets.</p> <p>TP reported that new modules on Anti Money Laundering and Agile Working have now been launched.</p>	
7.	<p><b><u>Any Other Business</u></b></p> <p><u>Contact Centre – Transfer to VOIP Platform</u></p> <p>SHB reported that the contact centre will be transferring over to the new VOIP platform. This will potentially result in no service to the golden numbers published for up to a period of 15 minutes. The transfer is expected to take place on Saturday afternoon. It was agreed that clarification is needed on what numbers/services will be affected by the transfer to be able to determine what / if any action is needed to mitigate against any problems accessing certain out of hours numbers/services. SHB agreed to progress this and circulate a note to all e-gov board members by lunch time today.</p>	SHB
8.	<p><b><u>Date Of Next Meeting</u></b></p> <p>Monday 30<sup>th</sup> November, 10.30am, Committee Room 2, Town Hall</p>	